

AD-A149 401

STRATEGIC MANAGEMENT FOR ORGANIZATIONAL EFFECTIVENESS

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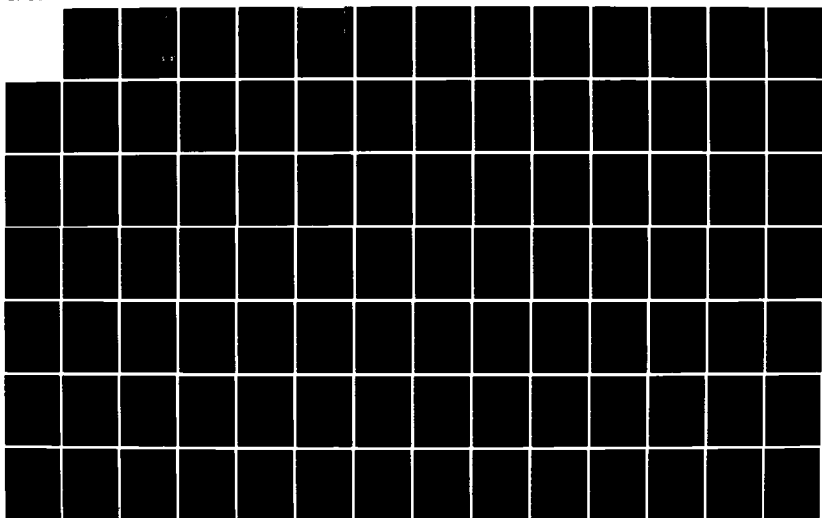
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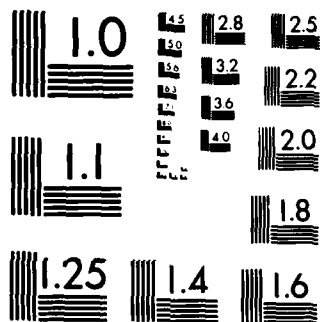
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STRATEGIC MANAGEMENT FOR  
ORGANIZATIONAL EFFECTIVENESS:

THE EFFECT OF HUMAN RESOURCE PLANNING  
ON RETENTION AND RELATED ISSUES

METHODOLOGICAL APPENDIX

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**STRATEGIC MANAGEMENT FOR  
ORGANIZATIONAL EFFECTIVENESS:**

**THE EFFECT OF HUMAN RESOURCE PLANNING  
ON RETENTION AND RELATED ISSUES**

**METHODOLOGICAL APPENDIX**

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)  The research reported here assessed the match between strategic direction, human resource policies and the perceptions of those policies held by middle managers in five successful organizations. Human resource practices related to retention -- job movement, organizational signals, and incentives -- were the focus of three separate studies. Results from the studies were combined with information from formal documents and interviews to form the basis for comparative case studies. Approximately 100 managers at each of six site		

20. contributed to the results reported here.

7 The key research findings were: (1) a model of job movement which took expectations into account was a good predictor of the way in which a manager and his boss divided tasks; (2) the rate of movement from one job to the next was more rapid in organizations where jobs were clearly and narrowly defined than when jobs evolved and expanded over time; (3) signals from the organization which were public, positive and relevant to a manager's goals increased the likelihood of his remaining with the organization; (4) managers were more likely to see themselves as resource constrained if goal setting and resource allocation were decided at different levels in the organization; (5) informal incentives were more salient to middle managers than most formal incentives.

The results indicated that the strategic considerations of these organizations were well served by their human resource practices although the configuration of policies and practices differed. The research also indicated that these effective organizations exhibited greater flexibility in interpreting policy and enforcing boundaries in areas in which they needed information to innovate and adapt.

APPENDIX A  
STUDY ONE:  
DATA COLLECTION INSTRUMENTS

### MIDDLE MANAGER IN-PERSON INTERVIEW

- 1) Can you spend a couple of minutes telling me about your job?
- 2) If you were to make a recommendation as to how long your successor should stay in your current position, what is the optimal time you would recommend? What is the minimum amount of time? Is there a maximum? Explain.
- 3) How old are you?
- 4) How long have you been working in this organization?
- 5) How long have you been in your current position?
- 6) How long has XXX been your boss?
- 7) How long has XXX been in his current position?
- 8) How long do you expect to stay in your current position?
- 9) Is this in line with what you've always thought? If not, explain.
- 10) At this point in time, how long do you expect your boss to remain in his current job?
- 11) Is this in line with what you've always thought? If not, explain.
- 12) How old is XXX?
- 13) How long has XXX worked for this organization?
- 14) As with all companies, managers move from job to job within XYZ. Are there aspects of the transfer and promotion "system" within this organization that you particularly like? That you would like to change? Do you think managers move at the right rate here?
- 15) How effectively do you feel XYZ has developed you as a manager/professional? What do you think XYZ's values are towards employee development? Examples?
- 16) Permission to talk to boss.    ☐ yes    ☐ no

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# BOSS TELEPHONE INTERVIEW

- 1) As with all companies, managers move from job to job within XYZ. Are there aspects of the transfer and promotion "system" within this organization that you particularly like? That you would like to change? Do you think managers move at the right rate here?
- 2) Does this organization give you the necessary support/rewards for developing your subordinates? What do you think XYZ's values are towards employee development? Examples?
- 3) How old are you?
- 4) How long have you been working in this organization?
- 5) How long have you been in your current position?
- 6) How long do you expect to stay in your current position?
- 7) Is this in line with what you've always thought? If not, explain.
- 8) If MM were to leave his position, how difficult would it be to replace him? How disruptive would that vacancy be to your unit?
- 9) At this point in time, how long do you expect MM to remain in his current job?
- 10) Is this in line with what you've always thought? If not explain.

THANK YOU

The Wharton Applied Research Center is conducting a study on the possible connections between managerial mobility and working relationships, which is being sponsored by the Office of Naval Research. [REDACTED] has agreed to participate in this study, and you have been randomly selected from a pool of managers within [REDACTED].

It is important for you to know that all individual responses are CONFIDENTIAL. Nothing will ever be revealed that could be attributed to you or any other individual. All completed questionnaires and interview notes will be taken to the Wharton Applied Research Center for analysis and safekeeping. Only summaries for groups of people will be reported.

If you have any questions, please feel free to ask.

Thank you in advance for your cooperation.

*Susan D. Hyman*

Susan D. Hyman  
Senior Research Associate

# SECTION I

Listed below are a number of questions regarding how frequently you and your boss communicate. Please answer these questions by circling the number that represents the best response.

1. During the past three months how often did you receive written reports or memos from your boss that were related to your work?

Not Once	1-2 Times	Monthly	Several Times/Mo	Weekly	Several Times/Wk	Daily
1	2	3	4	5	6	7

2. During the past three months how often did you send your boss written reports or memos related to your work?

Not Once	1-2 Times	Monthly	Several Times/Mo	Weekly	Several Times/Wk	Daily
1	2	3	4	5	6	7

3. During the past three months how often did you have one-on-one work discussions with your boss (face-to-face or by telephone)?

Not Once	1-2 Times	Monthly	Several Times/Mo	Weekly	Several Times/Wk	Daily
1	2	3	4	5	6	7

4. During the past three months, how often did you have work meetings with your boss plus at least one other person?

Not Once	1-2 Times	Monthly	Several Times/Mo	Weekly	Several Times/Wk	Daily
1	2	3	4	5	6	7

5. During the past three months how often did your boss compliment you on your work in front of others?

Not Once	1-2 Times	Monthly	Several Times/Mo	Weekly
1	2	3	4	5

6. To the best of your knowledge, during the past three months how often did your boss compliment your work when you were not present?

Not Once	1-2 Times	Monthly	Several Times/Mo	Weekly	No Idea
1	2	3	4	5	6

## SECTION II

Listed below are a number of questions regarding how accessible and open your boss is when you want to speak to him about work issues and problems. Please answer these questions by circling the number that represents the best response.

1. When your boss's schedule is full and you request time to talk about a work issue, how often does your boss make time to talk with you?

Rarely	Seldom	About Half The Time	Frequently	Almost Always
1	2	3	4	5

2. When you talk with your boss about work issues, how completely does he pay attention to what you are saying?

Totally Attentive	Mostly Attentive	Somewhat Attentive	Seldom Attentive	Never Listens
1	2	3	4	5

3. How difficult is it to gain access to your boss when you need some help on a work issue?

Very Difficult	Difficult	A Little Difficult	Easy	Very Easy
1	2	3	4	5

4. Does your boss make an extra effort to be available to you when you need him help on a work issue?

Almost Always	Frequently	About Half The Time	Seldom	Rarely
1	2	3	4	5

### SECTION III

Listed below are a number of statements about the way your boss communicates with you and others. Please indicate the extent to which you agree or disagree that these statements apply to your boss by using the following scale:

Strongly  
Disagree

Neutral

Strongly  
Agree

1

2

3

4

5

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. My boss praises me for things I do well.....  | 1 | 2 | 3 | 4 | 5 |
| 2. I know how well my boss thinks I am doing my job.....                                     | 1 | 2 | 3 | 4 | 5 |
| 3. I often have unclear instructions from my boss.....                                       | 1 | 2 | 3 | 4 | 5 |
| 4. My boss only gives me feedback when I ask for it...                                       | 1 | 2 | 3 | 4 | 5 |
| 5. My boss clearly communicates his objectives and priorities.....                           | 1 | 2 | 3 | 4 | 5 |
| 6. My boss lets me know immediately when I do something wrong.....                           | 1 | 2 | 3 | 4 | 5 |
| 7. My boss is vague about how he will assess my performance.....                             | 1 | 2 | 3 | 4 | 5 |
| 8. If I am doing a good job my boss <u>does not</u> say anything.....                        | 1 | 2 | 3 | 4 | 5 |
| 9. I know what my boss considers satisfactory performance.....                               | 1 | 2 | 3 | 4 | 5 |
| 10. My boss gives me feedback only when things go wrong.                                     | 1 | 2 | 3 | 4 | 5 |
| 11. My boss is clear about the criteria against which I will be evaluated.....               | 1 | 2 | 3 | 4 | 5 |
| 12. My boss <u>doesn't</u> let me know what he expects me to do                              | 1 | 2 | 3 | 4 | 5 |
| 13. My boss seldom compliments me on my performance when I have done well.....               | 1 | 2 | 3 | 4 | 5 |
| 14. It is clear to me how well my boss feels I am doing my job.....                          | 1 | 2 | 3 | 4 | 5 |
| 15. When my boss compliments me on a good job, it is usually just between the two of us..... | 1 | 2 | 3 | 4 | 5 |

# SECTION IV

Listed below are a number of topics that your boss could discuss with you. Please indicate how often he discussed each topic with you during the past three months using the following scale:

Not Once	1-2 Times	3-5 Times	6-10 Times	More than 10 Times
1	2	3	4	5

DURING THE PAST THREE MONTHS  
HOW OFTEN HAS YOUR BOSS DISCUSSED WITH YOU--

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Organizational goals and objectives.....                        | 1 | 2 | 3 | 4 | 5 |
| 2. Senior management.....  | 1 | 2 | 3 | 4 | 5 |
| 3. Personnel changes which are not within his unit....             | 1 | 2 | 3 | 4 | 5 |
| 4. Plans for structural/functional reorganization....              | 1 | 2 | 3 | 4 | 5 |
| 5. Organizational issues not directly related to your<br>work..... | 1 | 2 | 3 | 4 | 5 |
| 6. Changing organizational priorities and strategies..             | 1 | 2 | 3 | 4 | 5 |
| 7. Ways of getting around "the system".....                        | 1 | 2 | 3 | 4 | 5 |
| 8. Ways of making "the system" work.....                           | 1 | 2 | 3 | 4 | 5 |
| 9. Company plans for the future.....                               | 1 | 2 | 3 | 4 | 5 |
| 10. Office politics.....   | 1 | 2 | 3 | 4 | 5 |

## SECTION V

Listed below are a number of issues regarding your work and your unit. Please indicate how much say you have in making decisions about each issue using the following scale:

None		A Moderate Amount		A Great Deal		Not Applicable
1	2	3	4	5		NA

HOW MUCH SAY DO YOU HAVE  
IN MAKING DECISIONS ABOUT--

- |   |   |   |   |   |   |    |
|---|---|---|---|---|---|----|
| 1. What you do week-to-week .....                       | 1 | 2 | 3 | 4 | 5 | NA |
| 2. What you do month-to-month .....                     | 1 | 2 | 3 | 4 | 5 | NA |
| 3. Changes in your work assignments .....               | 1 | 2 | 3 | 4 | 5 | NA |
| 4. Setting targets and deadlines for your unit .....    | 1 | 2 | 3 | 4 | 5 | NA |
| 5. Setting goals and objectives for your unit .....     | 1 | 2 | 3 | 4 | 5 | NA |
| 6. Staffing issues in your unit .....                   | 1 | 2 | 3 | 4 | 5 | NA |
| 7. Defining the responsibilities of your subordinates . | 1 | 2 | 3 | 4 | 5 | NA |
| 8. The resources allocated to your unit .....           | 1 | 2 | 3 | 4 | 5 | NA |
| 9. Allocating resources within your unit .....          | 1 | 2 | 3 | 4 | 5 | NA |

Now, with the same list of issues regarding your work and your unit, please indicate how much say your boss has in making decisions about each issue using the following scale:

None		A Moderate Amount		A Great Deal	Not Applicable
1	2	3	4	5	NA

HOW MUCH SAY DOES YOUR BOSS  
HAVE IN MAKING DECISIONS ABOUT--

- |  |   |   |   |   |   |    |
|--|---|---|---|---|---|----|
| 1. What you do week-to-week.....                       | 1 | 2 | 3 | 4 | 5 | NA |
| 2. What you do month-to-month.....                     | 1 | 2 | 3 | 4 | 5 | NA |
| 3. Changes in your work assignments.....               | 1 | 2 | 3 | 4 | 5 | NA |
| 4. Setting targets and deadlines for your unit.....    | 1 | 2 | 3 | 4 | 5 | NA |
| 5. Setting goals and objectives for your unit.....     | 1 | 2 | 3 | 4 | 5 | NA |
| 6. Staffing issues in your unit.....                   | 1 | 2 | 3 | 4 | 5 | NA |
| 7. Defining the responsibilities of your subordinates. | 1 | 2 | 3 | 4 | 5 | NA |
| 8. The resources allocated to your unit.....           | 1 | 2 | 3 | 4 | 5 | NA |
| 9. Allocating resources within your unit.....          | 1 | 2 | 3 | 4 | 5 | NA |



## SECTION VI

Listed below are a number of issues about which bosses often make decisions. Please indicate your level of involvement using the following scale:

- (1) Not Involved
- (2) Informed soon after the decision is made
- (3) Informed before the decision is made
- (4) Consulted about the issue before the decision is made
- (5) Have some say in making the decision
- (NA) Not applicable

HOW DOES YOUR BOSS INVOLVE YOU  
WHEN HE FACES DECISIONS DEALING WITH--

- |  |   |   |   |   |   |    |
|--|---|---|---|---|---|----|
| 1. Changes in operating procedures which may affect you..            | 1 | 2 | 3 | 4 | 5 | NA |
| 2. Targets, quotas or goals which may affect you.....                | 1 | 2 | 3 | 4 | 5 | NA |
| 3. Special projects which may affect you.....                        | 1 | 2 | 3 | 4 | 5 | NA |
| 4. Budgetary/resource allocation issues which may<br>affect you..... | 1 | 2 | 3 | 4 | 5 | NA |
| 5. Work load issues which may affect you.....                        | 1 | 2 | 3 | 4 | 5 | NA |
| 6. Staffing issues which may affect you.....                         | 1 | 2 | 3 | 4 | 5 | NA |
| 7. Disciplinary issues which may affect you.....                     | 1 | 2 | 3 | 4 | 5 | NA |
| 8. Technical issues* which may affect you.....                       | 1 | 2 | 3 | 4 | 5 | NA |

-----  
\*"Technical" refers to the specific technology of the work unit you are in--  
for example, machining parts, maintenance, processing forms, computer  
programming, word processing, financial analysis, quality control, etc.

## SECTION VII

Listed below are a number of statements about your boss's attitudes and actions regarding your professional development and your career. Please indicate the extent to which you agree or disagree with these statements using the following scale:

Strongly Disagree		Neutral		Strongly Agree
1	2	3	4	5
1. When I express career concerns, my boss is willing to discuss them with me.....	1	2	3	4 5
2. My boss gives me assignments that require me to develop new skills and capabilities useful to the organization.....	1	2	3	4 5
3. My boss points out seminars and courses that he thinks are of professional interest to me.....	1	2	3	4 5
4. My boss gives me assignments that have high visibility within this organization.....	1	2	3	4 5
5. My boss will actively push for my promotion when I am ready to move on.....	1	2	3	4 5
6. My boss does not give me assignments that are stepping stones for my future development.....	1	2	3	4 5
7. My boss would help me get a transfer if I asked for one.....	1	2	3	4 5
8. My boss will point out career directions that he thinks I should pursue.....	1	2	3	4 5
9. My boss lets me go to meetings that give me visibility within my profession and/or industry....	1	2	3	4 5
10. My boss is interested in my developing skills that would help me advance in this organization.....	1	2	3	4 5

Strongly Disagree		Neutral		Strongly Agree
1	2	3	4	5

11. My boss makes it difficult for me to take time away from the office to attend workshops and seminars..... 1 2 3 4 5
12. My boss helps me identify assignments which challenge me to develop new skills..... 1 2 3 4 5
13. My boss takes an active interest in my career..... 1 2 3 4 5
14. My boss doesn't let me go to meetings that give me high visibility within this organization..... 1 2 3 4 5
15. My boss is only interested in my developing skills that are essential to performing my current job..... 1 2 3 4 5
16. My boss helps me analyze my shortcomings and strengths.. 1 2 3 4 5
17. My boss places me in situations where people in this organization can get to know me and my work..... 1 2 3 4 5

18. Circle the letter of the statement appearing below which comes the closest to describing your boss's attitude toward your professional development:

- (a) He is sensitive to my education/training needs. He creates new opportunities in addition to existing ones, and provides novel and interesting ways to keep me professionally up-to-date.
- (b) He conceives development as a responsibility of the subordinate. He neither stimulates me to pursue additional knowledge nor initiates continuing education/training on my behalf.
- (c) He conceives of his job as informing me of general organization training policies and encouraging me to use existing resources for self-development.

## SECTION VIII

The following questions are about the internal flow of your work. Listed below are five common ways that the work can flow between people. Please indicate how much of the normal work between you and your boss falls into each category using the following scale:

Almost None	Little	About Half	A Lot	Almost All
1	2	3	4	5

### Independent Work Flow:

work and activities are performed by you and your boss separately

1 2 3 4 5

### Sequential Work Flow 1:

work and activities flow mainly in one direction from you to your boss

1 2 3 4 5

### Sequential Work Flow 2:

work and activities flow mainly in one direction from your boss to you

1 2 3 4 5

### Reciprocal Work Flow:

work and activities flow between you and your boss in a back-and-forth manner over a period of time

1 2 3 4 5

### Team Work Flow:

you and your boss diagnose, problem solve, and collaborate together (at the same time)

1 2 3 4 5

APPENDIX B

STUDY ONE:

ANCOVA SUM OF SQUARES

TABLE B.1  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND WRITTEN COMMUNICATION

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	4.67	1	4.67	2.65	0.10
MM Performance	3.32	1	3.32	1.88	0.17
<b>Main Effects</b>					
MM	4.71	2	2.35	1.34	0.26
Boss	5.59	2	2.79	1.59	0.20
Org	81.09	4	20.27	11.51	0.00
<b>2-Way Interactions</b>					
MM x Boss	8.63	4	2.15	1.22	0.30
MM x Org	11.66	8	1.45	0.82	0.57
Boss x Org	13.40	8	1.67	0.95	0.47
<b>3-Way Interactions</b>					
MM x Boss x Org	14.88	12	1.24	0.70	0.74
<b>Explained</b>	146.04	42	3.47	1.97	0.00
<b>Residual</b>	197.13	112	1.76		
<b>TOTAL</b>	343.18	154	2.22		

TABLE B.2  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND ORAL COMMUNICATION

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependence	36.55	1	36.55	24.20	0.00
MM Performance	2.24	1	2.24	1.48	0.22
<b>Main Effects</b>					
MM	1.47	2	0.73	0.48	0.61
Boss	0.20	2	0.10	0.06	0.93
Org	7.67	4	1.92	1.27	0.28
<b>2-Way Interactions</b>					
MM x Boss	24.14	4	6.03	3.99	0.00
MM x Org	5.77	8	0.72	0.47	0.87
Boss x Org	12.09	8	1.51	1.00	0.44
<b>3-Way Interactions</b>					
MM x Boss x Org	15.08	12	1.25	0.83	0.61
<b>Explained</b>	109.84	42	2.61	1.73	0.01
<b>Residual</b>	169.15	112	1.51		
<b>TOTAL</b>	278.99	154	1.81		

TABLE B.3  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND THE BOSS'S ACCESSIBILITY

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	10.67	1	10.67	17.96	0.00
MM Performance	0.30	1	0.30	0.50	0.47
<b>Main Effects</b>					
MM	0.50	2	0.25	0.42	0.65
Boss	2.70	2	1.35	2.27	0.11
Org	2.43	4	0.60	1.02	0.39
<b>2-Way Interactions</b>					
MM x Boss	2.83	4	0.70	1.19	0.31
MM x Org	4.15	8	0.52	0.87	0.54
Boss x Org	5.36	8	0.67	1.12	0.35
<b>3-Way Interactions</b>					
MM x Boss x Org	14.49	12	1.20	2.03	0.02
<b>Explained</b>	41.75	42	0.99	1.67	0.01
<b>Residual</b>	66.56	112	0.59		
<b>TOTAL</b>	108.32	154	0.70		



TABLE B.4

ANCOVA RESULTS FOR JOB LONGEVITY  
AND DIRECTION CLARITY

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	11.43	1	11.43	12.58	0.00
MM Performance	0.54	1	0.54	0.59	0.44
<b>Main Effects</b>					
MM	2.83	2	1.41	1.55	0.21
Boss	5.70	2	2.85	3.13	0.04
Org	2.86	4	0.71	0.78	0.53
<b>2-Way Interactions</b>					
MM x Boss	0.89	4	0.22	0.24	0.91
MM x Org	2.25	8	0.28	0.31	0.96
Boss x Org	5.45	8	0.68	0.75	0.64
<b>3-Way Interactions</b>					
MM x Boss x Org	6.27	12	0.52	0.57	0.85
<b>Explained</b>	40.94	42	0.97	1.07	0.37
<b>Residual</b>	101.85	112	0.90		
<b>TOTAL</b>	142.79	154	0.92		

TABLE B.5  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND FEEDBACK

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	16.70	1	16.70	18.09	0.00
MM Performance	0.26	1	0.26	0.29	0.58
<b>Main Effects</b>					
MM	1.21	2	0.61	0.67	0.51
Boss	3.36	2	1.68	1.86	0.16
Org	4.89	4	1.22	1.36	0.25
<b>2-Way Interactions</b>					
MM x Boss	1.27	4	0.31	0.35	0.84
MM x Org	5.63	8	0.70	0.78	0.61
Boss x Org	5.12	8	0.64	0.71	0.68
<b>3-Way Interactions</b>					
MM x Boss x Org	12.67	12	1.05	1.17	0.31
<b>Explained</b>	55.14	43	1.28	1.42	0.07
<b>Residual</b>	99.91	111	0.90		
<b>TOTAL</b>	155.06	154	1.00		

TABLE B.6  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND EVALUATION CLARITY

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	9.74	1	9.74	14.20	0.00
MM Performance	0.03	1	0.03	0.04	0.82
Main Effects					
MM	0.94	2	0.47	0.68	0.50
Boss	2.97	2	1.48	2.16	0.11
Org	5.72	4	1.43	2.08	0.08
2-Way Interactions					
MM x Boss	1.85	4	0.46	0.67	0.61
MM x Org	3.94	8	0.49	0.71	0.67
Boss x Org	4.31	8	0.54	0.78	0.61
3-Way Interactions					
MM x Boss x Org	5.37	11	0.48	0.71	0.72
Explained	35.47	41	0.86	1.26	0.17
Residual	76.86	112	0.68		
TOTAL	122.33	153	0.73		

TABLE B.7  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND THE MIDDLE MANAGER'S SAY IN  
HIS OWN WORK ACTIVITIES

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	6.11	1	6.11	6.81	0.01
MM Performance	0.28	1	0.28	0.32	0.57
<b>Main Effects</b>					
MM	2.62	2	1.31	1.46	0.23
Boss	0.19	2	0.10	0.11	0.89
Org	10.27	4	2.56	2.86	0.02
<b>2-Way Interactions</b>					
MM x Boss	7.20	4	1.80	2.00	0.09
MM x Org	8.12	8	1.01	1.13	0.34
Boss x Org	5.76	8	0.72	0.80	0.60
<b>3-Way Interactions</b>					
MM x Boss x Org	8.23	12	0.68	0.76	0.68
<b>Explained</b>	49.74	42	1.18	1.32	0.12
<b>Residual</b>	100.50	112	0.89		
<b>TOTAL</b>	150.24	154	0.97		

TABLE B.8  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND THE MIDDLE MANAGER'S SAY  
IN UNIT DECISIONS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	0.04	1	0.04	0.04	0.83
MM Performance	1.07	1	1.07	1.02	0.31
Main Effects					
MM	0.85	2	0.42	0.40	0.67
Boss	1.46	2	0.73	0.69	0.50
Org	25.32	4	6.33	5.99	0.00
2-Way Interactions					
MM x Boss	15.14	4	3.78	3.58	0.00
MM x Org	5.42	8	0.67	0.64	0.74
Boss x Org	9.19	8	1.14	1.08	0.37
3-Way Interactions					
MM x Boss x Org	8.43	12	0.70	0.66	0.78
Explained	72.56	42	1.72	1.63	0.02
Residual	109.76	104	1.05		
TOTAL	182.32	146	1.24		

TABLE B.9  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND THE BOSS'S SAY IN  
THE MIDDLE MANAGER'S WORK ACTIVITIES

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	3.79	1	3.79	4.44	0.03
MM Performance	0.19	1	0.19	0.22	0.63
Main Effects					
MM	2.97	2	1.48	1.73	0.18
Boss	0.22	2	0.11	0.13	0.87
Org	8.58	4	2.14	2.51	0.04
2-Way Interactions					
MM x Boss	0.45	4	0.11	0.13	0.97
MM x Org	4.64	8	0.58	0.68	0.70
Boss x Org	8.36	8	1.04	1.22	0.29
3-Way Interactions					
MM x Boss x Org	4.39	12	0.36	0.42	0.94
Explained	36.74	42	0.87	1.02	0.44
Residual	94.86	111	0.85		
TOTAL	131.61	153	0.86		

TABLE B.10

ANCOVA RESULTS FOR JOB LONGEVITY  
AND THE BOSS'S SAY IN UNIT DECISIONS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	2.16	1	2.16	3.00	0.08
MM Performance	0.99	1	0.99	1.38	0.24
<b>Main Effects</b>					
MM	0.79	2	0.39	0.55	0.57
Boss	2.48	2	1.24	1.71	0.18
Org	5.85	4	1.46	2.02	0.09
<b>2-Way Interactions</b>					
MM x Boss	1.81	4	0.45	0.62	0.64
MM x Org	1.30	8	0.16	0.22	0.98
Boss x Org	7.33	8	0.91	1.27	0.26
<b>3-Way Interactions</b>					
MM x Boss x Org	5.20	11	0.47	0.65	0.77
<b>Explained</b>	31.15	41	0.76	1.05	0.40
<b>Residual</b>	80.04	111	0.72		
<b>TOTAL</b>	111.20	152	0.73		

TABLE B.11  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND INFORMATION SHARING

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	11.91	1	11.91	16.20	0.00
MM Performance	0.12	1	0.12	0.16	0.68
<b>Main Effects</b>					
MM	3.84	2	1.92	2.61	0.07
Boss	0.02	2	0.01	0.01	0.98
Org	6.94	4	1.73	2.36	0.05
<b>2-Way Interactions</b>					
MM x Boss	0.21	4	0.05	0.07	0.99
MM x Org	3.57	8	0.44	0.60	0.77
Boss x Org	7.25	8	0.90	1.23	0.28
<b>3-Way Interactions</b>					
MM x Boss x Org	6.38	12	0.53	0.72	0.72
<b>Explained</b>	41.09	42	0.97	1.33	0.12
<b>Residual</b>	81.64	111	0.73		
<b>TOTAL</b>	122.73	153	0.80		



TABLE B.12  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND MIDDLE MANAGER INVOLVEMENT IN  
THE BOSS'S DECISIONS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependence	14.54	1	14.54	17.92	0.00
MM Performance	5.12	1	5.12	6.31	0.01
<b>Main Effects</b>					
MM	2.20	2	1.10	1.35	0.26
Boss	1.70	2	0.85	1.04	0.35
Org	17.33	4	4.33	5.34	0.00
<b>2-Way Interactions</b>					
MM x Boss	2.53	4	0.63	0.78	0.54
MM x Org	6.35	8	0.79	0.98	0.45
Boss x Org	9.01	8	1.12	1.38	0.20
<b>3-Way Interactions</b>					
MM x Boss x Org	7.75	11	0.70	0.86	0.57
<b>Explained</b>	69.02	41	1.68	2.07	0.00
<b>Residual</b>	89.23	110	0.81		
<b>TOTAL</b>	158.25	151	1.04		

TABLE B.13  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND FORMAL TRAINING

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	7.23	1	7.23	6.70	0.01
MM Performance	2.55	1	2.55	2.36	0.12
<b>Main Effects</b>					
MM	2.00	2	1.04	0.97	0.38
Boss	1.57	2	0.78	0.73	0.48
Org	8.13	4	2.03	1.88	0.11
<b>2-Way Interactions</b>					
MM x Boss	1.78	4	0.44	0.41	0.79
MM x Org	7.08	8	0.88	0.82	0.58
Boss x Org	4.91	8	0.61	0.57	0.80
<b>3-Way Interactions</b>					
MM x Boss x Org	16.10	12	1.34	1.24	0.26
<b>Explained</b>	54.03	42	1.28	1.19	0.23
<b>Residual</b>	119.72	111	1.07		
<b>TOTAL</b>	173.76	153	1.13		

TABLE B.14  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND SKILL-BUILDING ASSIGNMENTS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	12.60	1	12.60	23.91	0.00
MM Performance	0.81	1	0.81	1.54	0.21
<b>Main Effects</b>					
MM	6.79	2	3.39	6.44	0.00
Boss	0.03	2	0.01	2.03	0.97
Org	2.24	4	0.56	1.06	0.37
<b>2-Way Interactions</b>					
MM x Boss	1.38	4	0.34	0.65	0.62
MM x Org	5.66	8	0.70	1.34	0.22
Boss x Org	7.25	8	0.90	1.72	0.10
<b>3-Way Interactions</b>					
MM x Boss x Org	4.77	12	0.39	0.75	0.69
<b>Explained</b>	42.36	42	1.00	1.91	0.00
<b>Residual</b>	59.02	112	0.52	0.52	
<b>TOTAL</b>	101.38	154	0.65		

TABLE B.15  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND HIGH VISIBILITY ASSIGNMENTS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	8.07	1	8.07	11.03	0.00
MM Performance	1.44	1	1.44	1.97	0.16
<b>Main Effects</b>					
MM	5.58	2	2.79	3.81	0.02
Boss	0.10	2	0.05	0.07	0.92
Org	2.29	4	0.57	0.78	0.53
<b>2-Way Interactions</b>					
MM x Boss	0.94	4	0.23	0.32	0.86
MM x Org	8.33	8	1.04	1.42	0.19
Boss x Org	8.63	8	1.08	1.47	0.17
<b>3-Way Interactions</b>					
MM x Boss x Org	8.37	12	0.69	0.95	0.49
<b>Explained</b>	42.83	42	1.01	1.39	0.08
<b>Residual</b>	81.97	112	0.73		
<b>TOTAL</b>	124.78	154	0.81		

TABLE B.16  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND PUBLIC PRAISE

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	0.52	1	0.52	1.56	0.21
MM Performance	0.37	1	0.37	1.12	0.29
<b>Main Effects</b>					
MM	0.15	2	0.07	0.23	0.79
Boss	1.59	2	0.79	2.36	0.09
Org	4.80	4	1.20	3.56	0.00
<b>2-Way Interactions</b>					
MM x Boss	1.73	4	0.43	1.28	0.28
MM x Org	3.30	8	0.41	1.22	0.29
Boss x Org	8.23	8	1.02	3.05	0.00
<b>3-Way Interactions</b>					
MM x Boss x Org	1.29	12	0.10	0.32	0.98
<b>Explained</b>	20.96	42	0.49	1.48	0.05
<b>Residual</b>	37.39	111	0.33		
<b>TOTAL</b>	58.35	153	0.38		

TABLE B.17  
ANCOVA RESULTS FOR JOB LONGEVITY  
AND SUPPORT FOR JOB MOVEMENT

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	7.33	1	7.33	11.38	0.00
MM Performance	0.29	1	0.29	0.46	0.49
<b>Main Effects</b>					
MM	10.01	2	5.00	7.77	0.00
Boss	1.02	2	0.51	0.79	0.45
Org	2.06	4	0.51	0.80	0.52
<b>2-Way Interactions</b>					
MM x Boss	1.26	4	0.31	0.49	0.74
MM x Org	10.19	8	1.27	1.97	0.05
Boss x Org	7.48	8	0.93	1.45	0.18
<b>3-Way Interactions</b>					
MM x Boss x Org	9.90	12	0.82	1.28	0.23
<b>Explained</b>	48.69	42	1.15	1.79	0.00
<b>Residual</b>	72.16	112	0.64		
<b>TOTAL</b>	120.86	154	0.78		

TABLE B.18  
ANCOVA RESULTS FOR JOB CYCLE  
AND WRITTEN COMMUNICATION

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	4.67	1	4.67	2.95	0.08
MM Performance	3.32	1	3.32	2.09	0.15
<b>Main Effects</b>					
MM	5.08	2	2.54	1.60	0.20
Boss	11.01	2	5.50	3.48	0.03
Org	75.23	4	18.80	11.89	0.00
<b>2-Way Interactions</b>					
MM x Boss	9.21	4	2.30	1.45	0.22
MM x Org	22.02	8	2.75	1.74	0.09
Boss x Org	12.93	8	1.61	1.02	0.42
<b>3-Way Interactions</b>					
MM x Boss x Org	24.10	13	1.85	1.17	0.30
<b>Explained</b>	167.60	43	3.89	2.46	0.00
<b>Residual</b>	175.58	111	1.58		
<b>TOTAL</b>	343.18	154	2.22		

TABLE B.19  
ANCOVA RESULTS FOR JOB CYCLE  
AND ORAL COMMUNICATION

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	36.55	1	36.55	21.72	0.00
MM Performance	2.24	1	2.24	1.33	0.25
<b>Main Effects</b>					
MM	2.67	2	1.33	0.79	0.45
Boss	0.97	2	0.48	0.29	0.74
Org	7.19	4	1.79	1.06	0.37
<b>2-Way Interactions</b>					
MM x Boss	7.66	4	1.91	1.13	0.34
MM x Org	5.50	8	0.68	0.40	0.91
Boss x Org	15.70	8	1.96	1.16	0.32
<b>3-Way Interactions</b>					
MM x Boss x Org	13.50	13	1.03	0.61	0.83
<b>Explained</b>	92.18	43	2.14	1.27	0.15
<b>Residual</b>	186.81	111	1.68		
<b>TOTAL</b>	278.99	154	1.81		



TABLE B.20  
ANCOVA RESULTS FOR JOB CYCLE  
AND THE BOSS'S ACCESSIBILITY

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	10.67	1	10.67	7.50	0.00
MM Performance	0.30	1	0.30	0.49	0.48
<b>Main Effects</b>					
MM	0.24	2	0.12	0.19	0.82
Boss	2.66	2	1.33	2.18	0.11
Org	2.52	4	0.63	1.03	0.39
<b>2-Way Interactions</b>					
MM x Boss	2.02	4	0.50	0.83	0.50
MM x Org	12.35	8	1.54	2.53	0.01
Boss x Org	3.23	8	0.40	0.66	0.72
<b>3-Way Interactions</b>					
MM x Boss x Org	7.09	13	0.54	0.89	0.56
<b>Explained</b>	40.61	43	0.94	1.54	0.03
<b>Residual</b>	67.70	111	0.61		
<b>TOTAL</b>	108.32	154	0.70		

TABLE B.21  
ANCOVA RESULTS FOR JOB CYCLE  
AND DIRECTION CLARITY

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	11.43	1	11.43	13.51	0.00
MM Performance	0.54	1	0.54	0.64	0.42
<b>Main Effects</b>					
MM	4.06	2	2.03	2.40	0.09
Boss	1.93	2	0.96	1.14	0.32
Org	4.41	4	1.10	1.30	0.27
<b>2-Way Interactions</b>					
MM x Boss	2.66	4	0.66	0.78	0.53
MM x Org	15.25	8	1.90	2.25	0.02
Boss x Org	4.78	8	0.59	0.70	0.68
<b>3-Way Interactions</b>					
MM x Boss x Org	4.62	13	0.35	0.42	0.96
Explained	48.89	43	1.13	1.34	0.11
Residual	93.89	111	0.84		
TOTAL	142.79	154	0.92		

**TABLE B.22**  
**ANCOVA RESULTS FOR JOB CYCLE**  
**AND FEEDBACK**

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	16.70	1	16.70	18.09	0.00
MM Performance	0.26	1	0.26	0.30	0.58
<b>Main Effects</b>					
MM	0.46	2	0.23	0.25	0.77
Boss	0.63	2	0.31	0.35	0.70
Org	7.46	4	1.86	2.00	0.08
<b>2-Way Interactions</b>					
MM x Boss	2.02	4	0.50	0.56	0.68
MM x Org	13.16	8	1.64	1.84	0.07
Boss x Org	6.49	8	0.81	0.90	0.51
<b>3-Way Interactions</b>					
MM x Boss x Org	10.34	13	0.79	0.89	0.56
<b>Explained</b>	56.72	44	1.28	1.44	0.06
<b>Residual</b>	98.33	110	0.89		
<b>TOTAL</b>	155.06	154	1.00		

TABLE B.23  
ANCOVA RESULTS FOR JOB CYCLE  
AND EVALUATION CLARITY

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	9.74	1	9.74	15.16	0.00
MM Performance	0.03	1	0.03	0.05	0.82
<b>Main Effects</b>					
MM	0.61	2	0.30	0.47	0.62
Boss	4.97	2	2.48	3.86	0.02
Org	6.81	4	1.70	2.65	0.03
<b>2-Way Interactions</b>					
MM x Boss	2.93	4	0.73	1.14	0.34
MM x Org	9.55	8	1.19	1.85	0.07
Boss x Org	2.57	8	0.32	0.50	0.85
<b>3-Way Interactions</b>					
MM x Boss x Org	5.66	13	0.43	0.67	0.78
<b>Explained</b>	41.60	43	0.96	1.50	0.04
<b>Residual</b>	70.72	110	0.64		
<b>TOTAL</b>	112.33	153	0.73		

TABLE B.24  
ANCOVA RESULTS FOR JOB CYCLE  
AND THE MIDDLE MANAGER'S SAY IN  
HIS OWN WORK ACTIVITIES

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	6.11	1	6.11	6.44	0.01
MM Performance	0.28	1	0.28	0.30	0.58
Main Effects					
MM	4.50	2	2.25	2.37	0.10
Boss	5.25	2	2.62	2.76	0.06
Org	10.41	4	2.60	2.74	0.03
2-Way Interactions					
MM x Boss	1.59	4	0.39	0.42	0.79
MM x Org	3.03	8	0.37	0.40	0.91
Boss x Org	5.89	8	0.73	0.77	0.62
3-Way Interactions					
MM x Boss x Org	7.36	13	0.56	0.59	0.85
Explained	44.95	43	1.04	1.10	0.33
Residual	105.29	111	0.94		
TOTAL	150.24	154	0.97		

TABLE B.25  
ANCOVA RESULTS FOR JOB CYCLE  
AND THE MIDDLE MANAGER'S SAY  
IN UNIT DECISIONS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	0.04	1	0.04	0.04	0.84
MM Performance	1.07	1	1.07	1.01	0.31
<b>Main Effects</b>					
MM	6.29	2	3.14	2.96	0.05
Boss	2.65	2	1.32	1.25	0.29
Org	23.16	4	5.79	5.46	0.00
<b>2-Way Interactions</b>					
MM x Boss	2.48	4	0.62	0.58	0.67
MM x Org	18.53	8	2.31	2.18	0.03
Boss x Org	6.66	8	0.83	0.78	0.61
<b>3-Way Interactions</b>					
MM x Boss x Org	6.72	12	0.56	0.52	0.89
Explained	72.09	42	1.71	1.61	0.02
Residual	110.23	104	1.06		
TOTAL	182.32	146	1.24		

TABLE B.26  
ANCOVA RESULTS FOR JOB CYCLE  
AND THE BOSS'S SAY IN  
THE MIDDLE MANAGER'S WORK ACTIVITIES

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependence	3.79	1	3.79	4.89	0.02
MM Performance	0.19	1	0.19	0.24	0.62
<b>Main Effects</b>					
MM	2.56	2	1.28	1.64	0.19
Boss	0.15	2	0.07	0.10	0.90
Org	7.87	4	1.96	2.53	0.04
<b>2-Way Interactions</b>					
MM x Boss	1.99	4	0.49	0.64	0.63
MM x Org	6.53	8	0.81	1.05	0.40
Boss x Org	15.48	8	1.93	2.49	0.01
<b>3-Way Interactions</b>					
MM x Boss x Org	7.55	13	0.58	0.74	0.71
<b>Explained</b>	46.22	43	1.07	1.38	0.09
<b>Residual</b>	85.38	110	0.77		
<b>TOTAL</b>	131.61	153	0.86		

TABLE B.27

ANCOVA RESULTS FOR JOB CYCLE  
AND THE BOSS'S SAY IN UNIT DECISIONS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	2.16	1	2.16	3.04	0.08
MM Performance	0.99	1	0.99	1.40	0.23
Main Effects					
MM	2.51	2	1.25	1.76	0.17
Boss	0.06	2	0.03	0.04	0.95
Org	6.71	4	1.67	2.35	0.05
2-Way Interactions					
MM x Boss	0.92	4	0.23	0.32	0.86
MM x Org	4.84	8	0.60	0.85	0.56
Boss x Org	10.19	8	1.27	1.79	0.08
3-Way Interactions					
MM x Boss x Org	4.66	13	0.35	0.50	0.91
Explained	33.65	43	0.78	1.10	0.34
Residual	77.54	109	0.71		
TOTAL	111.20	152	0.73		



TABLE B.28  
ANCOVA RESULTS FOR JOB CYCLE  
AND INFORMATION SHARING

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	11.91	1	11.91	16.50	0.00
MM Performance	0.12	1	0.12	0.16	0.68
<b>Main Effects</b>					
MM	1.88	2	0.94	1.30	0.27
Boss	0.17	2	0.08	0.12	0.88
Org	7.40	4	1.85	2.56	0.04
<b>2-Way Interactions</b>					
MM x Boss	1.10	4	0.27	0.38	0.82
MM x Org	6.04	8	0.75	1.04	0.40
Boss x Org	3.89	8	0.48	0.67	0.71
<b>3-Way Interactions</b>					
MM x Boss x Org	12.05	13	0.92	1.28	0.23
<b>Explained</b>	43.31	43	1.00	1.39	0.08
<b>Residual</b>	79.41	110	0.72		
<b>TOTAL</b>	122.73	153	0.80		

TABLE B.29  
ANCOVA RESULTS FOR JOB CYCLE  
AND MIDDLE MANAGER INVOLVEMENT IN  
THE BOSS'S DECISIONS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	14.54	1	14.54	18.88	0.00
MM Performance	5.12	1	5.12	6.65	0.01
<b>Main Effects</b>					
MM	4.65	2	2.32	3.02	0.05
Boss	1.07	2	0.53	0.69	0.50
Org	17.05	4	4.26	5.53	0.00
<b>2-Way Interactions</b>					
MM x Boss	2.70	4	0.67	0.87	0.48
MM x Org	12.66	8	1.58	2.05	0.04
Boss x Org	7.72	8	0.96	1.25	0.27
<b>3-Way Interactions</b>					
MM x Boss x Org	11.04	13	0.85	1.10	0.36
<b>Explained</b>	75.05	43	1.74	2.26	0.00
<b>Residual</b>	83.19	100	0.77		
<b>TOTAL</b>	158.25	151	1.04		

TABLE B.30  
ANCOVA RESULTS FOR JOB CYCLE  
AND FORMAL TRAINING

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	7.23	1	7.23	7.20	0.00
MM Performance	2.55	1	2.55	2.54	0.11
<b>Main Effects</b>					
MM	3.39	2	1.69	1.68	0.18
Boss	0.93	2	0.46	0.46	0.62
Org	5.44	4	1.36	1.35	0.25
<b>2-Way Interactions</b>					
MM x Boss	2.57	4	0.64	0.64	0.63
MM x Org	8.49	8	1.06	1.05	0.40
Boss x Org	8.48	8	1.06	1.05	0.40
<b>3-Way Interactions</b>					
MM x Boss x Org	19.83	12	1.58	1.46	0.19
<b>Explained</b>	62.21	42	1.48	1.47	0.05
<b>Residual</b>	111.54	111	1.00		
<b>TOTAL</b>	173.76	153	1.13		

TABLE B.31

ANCOVA RESULTS FOR JOB CYCLE  
AND SKILL BUILDING ASSIGNMENTS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	12.60	1	12.60	24.90	0.00
MM Performance	0.81	1	0.81	1.60	0.20
<b>Main Effects</b>					
MM	7.50	2	3.75	7.41	0.00
Boss	0.46	2	0.23	0.45	0.63
Org	5.24	4	1.31	2.59	0.04
<b>2-Way Interactions</b>					
MM x Boss	2.34	4	0.58	1.15	0.33
MM x Org	5.91	8	0.73	1.46	0.18
Boss x Org	7.37	8	0.92	1.82	0.08
<b>3-Way Interactions</b>					
MM x Boss x Org	5.82	13	0.44	0.88	0.57
<b>Explained</b>	45.20	43	1.05	2.07	0.00
<b>Residual</b>	56.18	111	0.50		
<b>TOTAL</b>	101.38	154	0.65		

TABLE B.32  
ANCOVA RESULTS FOR JOB CYCLE  
AND HIGH VISIBILITY ASSIGNMENTS

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
<b>Covariates</b>					
Interdependance	8.07	1	8.07	11.27	0.00
MM Performance	1.44	1	1.44	2.01	0.15
<b>Main Effects</b>					
MM	4.64	2	2.32	3.24	0.04
Boss	0.48	2	0.24	0.33	0.71
Org	3.47	4	0.86	1.21	0.31
<b>2-Way Interactions</b>					
MM x Boss	1.26	4	0.31	0.44	0.77
MM x Org	10.42	8	1.30	1.81	0.08
Boss x Org	10.53	8	1.31	1.83	0.07
<b>3-Way Interactions</b>					
MM x Boss x Org	7.85	13	0.60	0.84	0.61
<b>Explained</b>	45.22	43	1.05	1.46	0.05
<b>Residual</b>	79.55	111	0.71		
<b>TOTAL</b>	124.78	154	0.81		

TABLE B.33  
ANCOVA RESULTS FOR JOB CYCLE  
AND PUBLIC PRAISE

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	0.52	1	0.52	1.63	0.20
MM Performance	0.37	1	0.37	1.17	0.28
Main Effects					
MM	1.13	2	0.56	1.75	0.17
Boss	1.54	2	0.77	2.39	0.10
Org	3.02	4	0.75	2.34	0.05
2-Way Interactions					
MM x Boss	0.89	4	0.22	0.69	0.59
MM x Org	4.08	8	0.51	1.58	0.13
Boss x Org	4.97	8	0.62	1.93	0.06
3-Way Interactions					
MM x Boss x Org	2.15	13	0.16	0.51	0.91
Explained	22.90	43	0.53	1.65	0.01
Residual	35.45	110	0.32		
TOTAL	58.35	153	0.38		

TABLE B.34  
ANCOVA RESULTS FOR JOB CYCLE  
AND SUPPORT FOR JOB MOVEMENT

SOURCE OF VARIATION	SUM OF SQUARES	DF	MEAN SQUARE	F	SIGNIFI- CANCE OF F
Covariates					
Interdependance	7.33	1	7.33	10.56	0.00
MM Performance	0.29	1	0.29	0.43	0.51
Main Effects					
MM	6.72	2	3.36	4.84	0.01
Boss	1.20	2	0.60	0.87	0.42
Org	2.37	4	0.59	0.85	0.49
2-Way Interactions					
MM x Boss	6.56	4	1.64	2.36	0.05
MM x Org	13.36	8	1.67	2.40	0.02
Boss x Org	7.76	8	0.97	1.39	0.20
3-Way Interactions					
MM x Boss x Org	4.26	13	0.32	0.47	0.93
Explained	43.81	43	1.01	1.46	0.05
Residual	77.04	111	0.69		
TOTAL	120.86	154	0.78		

APPENDIX C

STUDY ONE:

ANCOVA MEAN CELL DEVIATIONS



Table C.1

ANCOVA Results for Boss Job Tenure  
and Vertical Communications

## Job Longevity

	Adjusted Means			Main Effects	Interactions	
	0-1	1-4	4+		w/Org	w/MM
WRITTEN	.30	-.09	-.23			
ORAL	.02	-.04	.06			**
ACCESS	.02	-.12	.23		+	+
DIRECT	-.17	.21	-.21	**		
FEEDBACK	-.21	.15	-.02			
EVAL	.20	.08	-.29			

## Job Cycle

	Adjusted Means			Main Effects	Interactions	
	Beg	Mid	End		w/Org	w/MM
WRITTEN	.22	-.31	.27	**		
ORAL	.09	.04	-.11			
ACCESS	-.11	.15	-.13			
DIRECT	.06	-.13	.13			
FEEDBACK	.07	-.07	.05			
EVAL	.34	-.11	-.09	**		

\*\*  $p \leq .05$

† 3-way interaction,  $p \leq .05$

Table C.2  
ANCOVA Results for Boss Job Tenure  
and Responsibility Sharing

Job Longevity

	Adjusted Means			Main Effects	Interactions	
	0-1	1-4	4+		w/Org	w/MM
MM/JOB	-.02	-.02	.07			*
MM/UNIT	.14	-.10	.02			**
BOSS/JOB	.03	.02	-.08			
BOSS/UNIT	-.11	.14	-.14			
INFO	.02	-.01	-.01			
JOINT	-.13	.00	.20			

Job Cycle

	Adjusted Means			Main Effects	Interactions	
	Beg	Mid	End		w/Org	w/MM
MM/JOB	-.08	.21	-.22	*		
MM/UNIT	.26	-.09	-.05			
BOSS/JOB	.04	-.04	.02		**	
BOSS/UNIT	-.04	.01	.01		*	
INFO	-.05	.04	-.02			
JOINT	-.13	-.01	-.11			

\*  $p \leq .10$

\*\*  $p \leq .05$

Table C.3

ANCOVA Results for Boss Job Tenure  
and Developmental Support

## Job Longevity

	Adjusted Means			Main Effects	Interactions	
	0-1	1-4	4+		w/Org	w/MM
SKILL	-.02	.01	.00			
VIS	.04	-.02	-.01			
PRAISE	-.08	-.04	.21	*	**	
CAREER	.06	.04	-.17			

## Job Cycle

	Adjusted Means			Main Effects	Interactions	
	Beg	Mid	End		w/Org	w/MM
SKILL	.06	-.06	.05		*	
VIS	.08	.01	-.07		*	
PRAISE	-.17	.10	-.02	*	*	
CAREER	.16	-.08	-.00			

\*  $p \leq .10$ \*\*  $p \leq .05$

Table C.4  
ANCOVA Results for Middle Manager Job Tenure  
and Vertical Communications

	Job Longevity			Main Effects	Interactions	
	Adjusted Means 0-1	1-4	4+		w/Org	w/Boss
WRITTEN	-.29	.13	.04			
ORAL	.14	-.02	-.16			**
ACCESS	-.10	.03	.05		+	+
DIRECT	-.12	.12	-.20			
FEEDBACK	-.12	.15	-.20			
EVAL	-.03	.06	-.14			

	Job Cycle			Main Effects	Interactions	
	Adjusted Means Beg	Mid	End		w/Org	w/Boss
WRITTEN	-.39	.04	.16		*	
ORAL	-.21	-.04	.19			
ACCESS	.05	.02	-.06		**	
DIRECT	-.33	.12	-.02	*	**	
FEEDBACK	-.12	.15	-.02		*	
EVAL	-.03	.06	-.14		*	

\*  $p \leq .10$

\*\*  $p \leq .05$

† 3-way interaction,  $p \leq .05$

Table C.5

ANCOVA Results for Middle Manager Job Tenure  
and Responsibility Sharing

## Job Longevity

	Adjusted Means			Main Effects	Interactions	
	0-1	1-4	4+		w/Org	w/Boss
MM/JOB	-.21	.11	.00			*
MM/UNIT	-.09	-.01	.15			**
BOSS/JOB	.16	.01	-.27			
BOSS/UNIT	.11	-.02	-.11			
INFO	.26	-.09	-.15	*		
JOINT	.17	-.11	.08			

## Job Cycle

	Adjusted Means			Main Effects	Interactions	
	Beg	Mid	End		w/Org	w/Boss
MM/JOB	-.30	.15	-.08	*		
MM/UNIT	-.31	.20	-.16	**	**	
BOSS/JOB	.24	-.11	.05			
BOSS/UNIT	.28	-.03	-.11			
INFO	.24	-.05	-.06			
JOINT	.03	.15	-.27	**	**	

\*  $p \leq .10$ \*\*  $p \leq .05$

Table C.6

ANCOVA Results for Middle Manager Job Tenure  
and Developmental Support

## Job Longevity

	Adjusted Means			Main Effects	Interactions	
	0-1	1-4	4+		w/Org	w/Boss
SKILL	-.35	.12	.19	**		
VIS	-.31	.08	.24	**		
PRAISE	.05	-.01	-.05			
CAREER	-.42	.19	.07	**	*	

## Job Cycle

	Adjusted Means			Main Effects	Interactions	
	Beg	Mid	End		w/Org	w/Boss
SKILL	-.30	-.09	.34	**		
VIS	-.23	-.08	.27	**	*	
PRAISE	-.07	-.06	.14			
CAREER	-.39	-.02	.26	**	**	*

\*  $p \leq .10$ \*\*  $p \leq .05$

APPENDIX D

STUDY ONE:

ANCOVA SUMMARIES FOR EACH SITE

TABLE D.1  
ANCOVA RESULTS FOR JOB LONGEVITY  
AT METRO BANK

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
<u>Written</u>	*					*	
<u>Oral</u>	**						
<u>Access</u>							
<u>Direct</u>							
<u>Feedback</u>							
<u>Eval</u>	**						
<u>MM/Job</u>							
<u>MM/Unit</u>							
<u>Boss/Job</u>							
<u>Boss/Unit</u>						**	
<u>Info</u>							
<u>Joint</u>							
<u>Skill</u>	**						
<u>Vis</u>	**						
<u>Praise</u>							
<u>Career</u>	**				**		

\*  $p \leq .10$

\*\*  $p \leq .05$



TABLE D.2  
ANCOVA RESULTS FOR JOB CYCLE  
AT METRO BANK

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
<u>Written</u>	*						
<u>Oral</u>	**						
<u>Access</u>							
<u>Direct</u>						*	
<u>Feedback</u>							
<u>Eval</u>	**						
<u>MM/Job</u>					*		
<u>MM/Unit</u>					*	*	
<u>Boss/Job</u>							
<u>Boss/Unit</u>							
<u>Info</u>							
<u>Joint</u>	**						
<u>Skill</u>	**				**		
<u>Vis</u>	**		**				
<u>Praise</u>				*			
<u>Career</u>	**						

\*  $p \leq .10$

\*\*  $p \leq .05$

TABLE D.3  
ANCOVA RESULTS FOR JOB LONGEVITY  
AT METRO CREDIT

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
<u>Written</u>							
<u>Oral</u>	**						
<u>Access</u>	**						
<u>Direct</u>						**	
<u>Feedback</u>	**						
<u>Eval</u>					**		
<u>MM/Job</u>							
<u>MM/Unit</u>							
<u>Boss/Job</u>	**						
<u>Boss/Unit</u>							
<u>Info</u>	*						
<u>Joint</u>	*						
<u>Skill</u>	**						
<u>Vis</u>							
<u>Praise</u>					*		
<u>Career</u>	**			**	*		

\*  $p \leq .10$

\*\*  $p \leq .05$

TABLE D.4  
ANCOVA RESULTS FOR JOB CYCLE  
AT METRO CREDIT

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
<u>Written</u>					*	*	
<u>Oral</u>	**						
<u>Access</u>	**						
<u>Direct</u>					*		
<u>Feedback</u>	**						
<u>Eval</u>					**		
<u>MM/Job</u>							
<u>MM/Unit</u>							
<u>Boss/Job</u>	**				**		
<u>Boss/Unit</u>							
<u>Info</u>	**				**		
<u>Joint</u>	*						
<u>Skill</u>	**						
<u>Vis</u>							
<u>Praise</u>	*				**		
<u>Career</u>	*			**	*		

\*  $p \leq .10$

\*\*  $p \leq .05$

TABLE D.5  
ANCOVA RESULTS FOR JOB LONGEVITY  
AT MIDDLE BANK

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
<u>Written</u>							
<u>Oral</u>							*
<u>Access</u>							
<u>Direct</u>							
<u>Feedback</u>							
<u>Eval</u>							
<u>MM/Job</u>							
<u>MM/Unit</u>		*					
<u>Boss/Job</u>							
<u>Boss/Unit</u>							
<u>Info</u>							
<u>Joint</u>							
<u>Skill</u>							
<u>Vis</u>							
<u>Praise</u>							
<u>Career</u>			**				

\*  $p \leq .10$

\*\*  $p \leq .05$

TABLE D.6  
ANCOVA RESULTS FOR JOB CYCLE  
AT MIDDLE BANK

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
Written							
Oral							
Access							
Direct							
Feedback							**
Eval							
MM/Job							
MM/Unit							
Boss/Job						**	
Boss/Unit		**				*	
Info							
Joint							
Skill			*			*	
Vis							
Praise			**			**	
Career							

\*  $p \leq .10$

\*\*  $p \leq .05$

TABLE D.7

## ANCOVA RESULTS FOR JOB LONGEVITY

## AT LEISURE PRODUCTS COMPANY

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
Written	**						
Oral							**
Access							
Direct	**						
Feedback	**	**					
Eval	*						
MM/Job	*						*
MM/Unit	**						
Boss/Job							
Boss/Unit							
Info	**				*		
Joint	**	**				**	
Skill		**		**			
Vis		*	**	*	*		
Praise						*	
Career							

\*  $p \leq .10$ \*\*  $p \leq .05$

TABLE D.8  
ANCOVA RESULTS FOR JOB CYCLE  
AT LEISURE PRODUCTS COMPANY

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
Written	**						
Oral							
Access	*				**		
Direct	**						
Feedback	**	**					
Eval	**				*		
MM/Job							
MM/Unit	**				**		
Boss/Job							
Boss/Unit							
Info	**						
Joint	**	**					*
Skill		**	*	**	*		
Vis		*	**		**	*	
Praise							
Career		*	*		**		

\*  $p \leq .10$

\*\*  $p \leq .05$

TABLE D.9  
ANCOVA RESULTS FOR JOB LONGEVITY  
AT SKY TECHNOLOGIES

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
<u>Written</u>	*						
<u>Oral</u>	**				**	*	*
<u>Access</u>	**	**				**	*
<u>Direct</u>	**	**				**	
<u>Feedback</u>							
<u>Eval</u>	**					*	
<u>MM/Job</u>	*						
<u>MM/Unit</u>						**	**
<u>Boss/Job</u>							
<u>Boss/Unit</u>							
<u>Info</u>	**						
<u>Joint</u>	*	**				**	
<u>Skill</u>	**	**				*	
<u>Vis</u>	**	*					
<u>Praise</u>		*		*		**	
<u>Career</u>	**	**					

\*  $p \leq .10$

\*\*  $p \leq .05$



TABLE D.10  
ANCOVA RESULTS FOR JOB CYCLE  
AT SKY TECHNOLOGIES

	Covariates				Main Effects		Inter- actions
	Inter	Perf	MM Stage	Boss Stage	MM	Boss	MM x B
Written	**						
Oral	**						
Access	*	*					
Direct	**	*					
Feedback							
Eval	**						
MM/Job	*						
MM/Unit							
Boss/Job						**	
Boss/Unit							
Info	**						
Joint							
Skill	**	**					
Vis	**						
Praise							
Career	**	**					

\*  $p \leq .10$

\*\*  $p \leq .05$

APPENDIX E

STUDY TWO:

MATHEMATICAL EQUATIONS

$\Delta$  can be written as

$$\Delta = \int e^{-rw} \frac{1}{\sqrt{2\pi\sigma_C^2}} e^{-\frac{(w-\mu_C)^2}{2\sigma_C^2}} dw$$

$$- \int e^{-r(w-G)} \frac{1}{\sqrt{2\pi\sigma_M^2}} e^{-\frac{(w-\mu_M)^2}{2\sigma_M^2}} dw \quad [1]$$

or

$$\Delta = \int \frac{1}{\sqrt{2\pi\sigma_C^2}} e^{-\frac{(w-\mu_C)^2}{2\sigma_C^2} + 2\sigma_C^2 rw} dw$$

$$- \int \frac{1}{\sqrt{2\pi\sigma_M^2}} e^{-\frac{(w-\mu_M)^2}{2\sigma_M^2} + 2\sigma_M^2 r(w-G)} dw \quad [2]$$

By completing the square,

$$(w-\mu_C)^2 + 2\sigma_C^2 rw = w^2 - 2\mu_C w + \mu_C^2 + 2\sigma_C^2 rw$$

$$= w^2 - 2(\mu_C - \sigma_C^2 r)w + \mu_C^2$$

$$= [w - (\mu_C - \sigma_C^2 r)]^2 + \sigma_C^2 r [2\mu_C - \sigma_C^2 r] \quad [3]$$

Similarly,

$$(w-\mu_M)^2 + 2\sigma_M^2 r(w-G) = w^2 - 2\mu_M w + \mu_M^2 + 2\sigma_M^2 r(w-G)$$

$$= w^2 - 2\mu_M w + 2\sigma_M^2 rw - 2\sigma_M^2 rG$$

$$+ \mu_M^2 - 2\mu_M \sigma_M^2 r + (\sigma_M^2 r)^2 + 2\mu_M \sigma_M^2 r - (\sigma_M^2 r)^2$$

$$= [w - (\mu_M - \sigma_M^2 r)]^2 + \sigma_M^2 r [2(\mu_M - G) - \sigma_M^2 r] \quad [4]$$

Thus, from [2] - [4],

$$\Delta = \int \frac{1}{\sqrt{2\pi\sigma_C^2}} e^{\frac{-([w - (\mu_C - \sigma_C^2 r)]^2 + \sigma_C^2 r [2\mu_C - \sigma_C^2 r])}{2\sigma_C^2}} dw$$

$$- \int \frac{1}{\sqrt{2\pi\sigma_M^2}} e^{\frac{-([w - (\mu_M - \sigma_M^2 r)]^2 + \sigma_M^2 r [2(\mu_M - G) - \sigma_M^2 r])}{2\sigma_M^2}} dw$$

$$\Delta = \int \frac{1}{\sqrt{2\pi\sigma_C^2}} e^{\frac{-([w - (\mu_C - \sigma_C^2 r)]^2)}{2\sigma_C^2}} e^{\frac{-r[2\mu_C - \sigma_C^2 r]}{2}} dw$$

$$- \int \frac{1}{\sqrt{2\pi\sigma_M^2}} e^{\frac{-([w - (\mu_M - \sigma_M^2 r)]^2)}{2\sigma_M^2}} e^{\frac{-r[2(\mu_M - G) - \sigma_M^2 r]}{2}} dw$$

Simplifying, when  $\Delta = 0$ , we have

$$e^{\frac{-r[2\mu_C - \sigma_C^2 r]}{2}} = e^{\frac{-r[2(\mu_M - G) - \sigma_M^2 r]}{2}}$$

$$\text{or } r[2\mu_C - \sigma_C^2 r] = r[2(\mu_M - G) - \sigma_M^2 r]$$

Therefore,

$$\mu_M = \mu_C + G + \frac{r(\sigma_M^2 - \sigma_C^2)}{2}$$

APPENDIX F  
STUDY TWO:  
DATA COLLECTION INSTRUMENTS

Scenario 1:

Suppose that you and two co-workers were all moved from your usual responsibilities onto a special task force so that you could devote your full attention to the completion of a large and very important project. The project tasks do not fall into the realm of your normal responsibilities, and this is the first time that you have been assigned to such a highly visible project. At the completion of the project, your boss comes to you and asks that you be the one to make the presentation to upper management due to your high degree of involvement with the project, and high knowledge level about the subject matter. Your co-workers on this task are asked to attend the meeting also, and to support your presentation with relevant documents and information.

As this is such an important project, and the results are expected to be critical for the short-term future of the company, everyone in your department and many others throughout your division are well aware of your role in this job. Although you are confident that the task force has done an excellent job to date, you foresee some potential problems and risk associated with actual implementation of your results. However, you anticipate that implementation will run smoothly, and because this project could have an impact on all aspects of the organization, it will thereby gain wide visibility for all involved.

## Scenario 2:

Suppose that you find yourself in the following position in your job:

You have held your current position for a few years and feel that you know the job well. Your immediate supervisor has changed once during this time, and both former and current bosses were promoted into the positions which they now hold. You have had very good working relationships with both supervisors and received good performance evaluations during this time period. A desirable promotional opportunity opens up for which you feel you are qualified. You speak to your boss and the superior over the open position, about the possibility of moving into this position, and are told that you will be considered.

A couple of weeks later the position is filled by a person who has been your co-worker for two years. Although you think reasonably well of this person's work, you strongly feel that you are more qualified for this particular promotion than your co-worker.

Shortly after, you learn from your superior that the general feeling is that you have a few areas of deficiency that need to be improved before you are ready to be promoted. However, you are reassured by your superior that there will be more opportunities for your advancement in the near future. Most of the people in your immediate department, as well as some others throughout the division are aware of the fact that you did not get this promotion.

### Scenario 3:

You are currently in a position in which you feel comfortable about what you are doing, and you have received good to excellent performance evaluations from the time you started in this particular position. Your immediate superior is continuously telling you what a good job you are doing informally (within the department) but he/she never seems to pass that information on to anyone beyond the immediate work group. Almost every time that you and your boss are working together in the department, you are told repeatedly how easy you make his/her job, and that you should go far in this organization if you keep up the good work. The other department members seems to respect you and your work as well.

However, no one outside of your department seems to recognize how well you are doing. A promotional opportunity arises in another area of the company, and someone else in your department gets the promotion instead of you. You sometimes feel that the assignments given to you within the department are not the most visible ones.



#### Scenario 4:

Suppose that you are currently in a position which you have held for only a short time, and you feel that you are just starting to get the job under control. You have been working very hard at learning this new position and have been putting in a lot of extra time and effort since moving into this position. One day your superior calls you into his/her office to inform you that your performance is considered to be below standard. You are perceived to be working at a level below your potential, and as you came quite highly recommended to your boss in the first place, he/she feels somewhat disappointed in your behavior to date. He/she mentions that the most recent report that you wrote needed extensive revisions before it could be sent to upper management, and as he/she had to make those changes, you made more work for your boss instead of making life easier for him/her.

This meeting is promised to be kept in the strictest confidence between yourself and your superior. He/she wants you to have every chance to straighten out the problems which you are having in the job before it is time for an official performance review. He/she tells you that your performance needs to improve during the next six months or you will have very little chance for promotions and growth in the future within this organization. The two of you then discuss what your weak points are perceived to be and how you can improve your performance. As this talk was completely informal and off-the-record, no written record was made of it, and no one else in the department or elsewhere was aware of what was said.

Scenario 5:

Suppose that you have been working at [company name] for several years. One day an announcement is made that the firm has just acquired another similar but smaller company, and this merger will be completed over the next six months. As there will soon be duplicates of functional areas and specific positions within your organization, there is a question about whether some part of the workforce will be laid off or not to accommodate this acquisition.

You then receive a copy of a company-wide memo from one of the senior vice-presidents in charge of this merger. It states that the company intends to retain all of its current employees, and will do everything possible to find acceptable positions for everyone involved, including those people who are employed by the new acquisition. You find that during the next few months your position and responsibilities remain basically the same as they were before the merger was announced.

Scenario 6:

Suppose that you arrive at your desk one Monday morning to find out that a very large, company-wide reorganization is taking place. There was very little warning that such a big change was about to occur. You learn later in the day that a couple of your colleagues in the same department have been laid off, and also several of your good friends in various other departments must leave the company, too.

You have been with this organization for many years, and have always received good to excellent performance evaluations. However, you have not always been promoted as fast as you might have liked at times. You learn through your boss that the reorganization is partially a sign of poor economic times, but also an attempt on the part of upper management to get rid of some "dead wood".

Scenario 7:

Suppose that you are currently in a position where your personal contacts and relationships are a very important part of doing your job well. You have held this position for 3 years and have been quite successful in this position. As you are the type of person who makes friends easily and can capitalize on these friendships in a way that is mutually beneficial for all involved, you are not only recognized as the expert in this type of position, but also are considered as basically irreplaceable. You are very content to keep this job, as it is both interesting and rewarding to you.

Because upper management does not want to move you from this position (due to the outstanding job you are doing), but does want to reward you and your abilities in this area, you meet with your supervisor and are told that you are getting a large pay increase. Since you were already near the top of the scale for this particular level position, upper management has decided to increase your grade level without increasing your responsibilities or your title, in order to be able to give you a considerable salary increase. Since salary amounts are always confidential in this company, and grade levels are private, you are the only one aware of the lengths to which the company has gone in order to reward your efforts in your job.

#### Scenario 8:

Suppose that you have held your current position for about three years, and have recently noticed a definite decline in the status which your department holds within the rest of the company. The budget has been slowly decreasing, as have the number of positions available in the group. As people leave, or get promoted or transferred out of the group, the vacant positions are left unfilled more often than not. Also, the demand by individuals in other groups to move into your department has dwindled to almost nothing, a stark contrast to the same demand a year ago.

You are then called in to a meeting with your supervisor and his/her supervisor as well. You learn that your group is going to be phased out slowly over the next year, and that the two managers above you are soon moving to take over two different areas in the organization. Your options are to find another place in the organization, or be phased out along with the department. During the next few weeks the organization helps set up several interviews for you concerning potential positions within the company, but none of them appear to be a satisfactory match with your interests and capabilities.

Part I.

Questions to be asked after each scenario:

1. Is it realistic for this type of event to occur in this organization?
  - a) Yes, it is realistic
  - b) No, not realistic
2. Given your level and area, is it realistic for this type of event to occur in this organization for you personally?
  - a) Yes, it is realistic
  - b) No, not realistic

3. How would you rate this event in terms of what it means to you personally concerning your career here?

Very positive      More positive than negative      Neutral      More negative than positive      Very negative

<-----|-----|-----|-----|----->

4. How much additional information does this event provide you with about how you are perceived in the organization?

Great deal      Quite a bit      Some      Very little      None

<-----|-----|-----|-----|----->

5. How does this event affect your personal reputation/position/visibility within the company?

Strong positive effect      Weak positive effect      No change      Weak negative effect      Strong negative effect

<-----|-----|-----|-----|----->

5a. Confidence?      0%      25%      50%      75%      100%

-----|-----|-----|-----|-----

6. How does this event affect your personal reputation/position/visibility to other companies outside of this one?

	Strong positive effect	Weak positive effect	No change	Weak negative effect	Strong negative effect	
	<----- ----- ----- ----- ----->					
		0%	25%	50%	75%	100%
6a. Confidence?	----- ----- ----- ----- -----					

7. If this were to happen to you, how do you think that you would behave during the next few months? (Circle all that apply and then rank in order of priority).

- \_\_\_\_\_ a) Work harder than ever at the job
- \_\_\_\_\_ b) Maintain a minimal effort level at work and begin to spend more time at non-work-related activities
- \_\_\_\_\_ c) Get in touch with friends and other contacts within the organization to find out about alternative internal opportunities
- \_\_\_\_\_ d) Contact friends, professional acquaintances and/or professional employment personnel to find out about alternative external opportunities
- \_\_\_\_\_ e) Nothing different than before
- \_\_\_\_\_ f) Other (describe) \_\_\_\_\_

8. Does this event affect the achievement of any of the following goals?

Negative effect	No effect	Positive effect	
_____	_____	_____	a) Corporate advancement
_____	_____	_____	b) Contributing something worthwhile to the organization through my particular area of expertise
_____	_____	_____	c) Maintaining basic job security
_____	_____	_____	d) Maintaining a job in this general geographic area

9. If this were to happen to you, how would it influence your intentions about either leaving or staying at this organization in the near future?

Strongly  
influence  
to leave

Weakly  
influence  
to leave

No influence  
either way

Weakly  
influence  
to stay

Strongly  
influence  
to stay

<—|—————|—————|—————|—————|—>

10. If this event took place, what would be the chances that you would begin an active job search outside of this company within the next six months?

- a) Less than a 10% chance
- b) 10-24% chance
- c) 25-49% chance
- d) 50% chance
- e) 51-75% chance
- f) 76-90% chance
- g) More than a 90% chance

11. What are the chances that you would actually leave this organization within the next year?

- a) Less than a 10% chance
- b) 10-24% chance
- c) 25-49% chance
- d) 50% chance
- e) 51-75% chance
- f) 76-90% chance
- g) More than a 90% chance



**Scenario I:**

Suppose that you receive a phone call from a very reputable employment agent, and he/she provides you with information about three different job opportunities. All three of these potential positions are very competitive with your current job in terms of location, basic benefits and salary. In addition, each of the opportunities represents a position that is at least one step above your current position.

This employment agent reminds you that, of course, these positions have some risk still associated with them, as they will most likely have many qualified applicants. However, he/she can set you up with interviews, so you know that you can at least get your foot in the door.

Scenario II:

Suppose that you happen to run into an employment agent with whom you have dealt in the past. He makes a comment about how slow his business is at the moment due to how tight the market is currently. He also suggests that you should be glad that you are not looking for another job now, as good positions seem to be particularly scarce for people with your background and experience.

Soon after, you meet with a friend who is employed by a different organization than the one you work for. He corroborates the agent's statements by relating a story about one of his co-workers who has been looking to change companies for several months and who cannot find any alternative positions. His co-worker happens to be in your general functional area and has had a similar amount of experience.

Part II.

1. Given this additional information, how do you think that you would behave during the next few months? (Circle all that apply and then rank in order of priority).

- \_\_\_ a) Work harder than ever at the job
- \_\_\_ b) Maintain a minimal effort level at work and begin to spend more time at non-work-related activities
- \_\_\_ c) Get in touch with friends and other contacts within the organization to find out about alternative internal opportunities
- \_\_\_ d) Contact friends, professional acquaintances and/or professional employment personnel to find out about alternative external opportunities
- \_\_\_ e) Nothing different than before
- \_\_\_ f) Other (describe) \_\_\_\_\_

2. Given this additional information, how does it influence your intentions about either leaving or staying at this organization in the near future?

Strongly  
influence  
to leave

Weakly  
influence  
to leave

No influence  
either way

Weakly  
influence  
to stay

Strongly  
influence  
to stay

<—|—————|—————|—————|—————|—>

3. What would be the chances now that you would begin an active job search outside of this company within the next six months?

- a) Less than a 10% chance
- b) 10-24% chance
- c) 25-49% chance
- d) 50% chance
- e) 51-75% chance
- f) 76-90% chance
- g) More than a 90% chance

4. What are the chances now that you would actually leave this organization within the next year?

- a) Less than a 10% chance
- b) 10-24% chance
- c) 25-49% chance
- d) 50% chance
- e) 51-75% chance
- f) 76-90% chance
- g) More than a 90% chance

Part III.

1. How valuable do you think your skills and experience would be to other organizations?

High

Average

Low

<-----|-----|-----|-----|----->

2. How valuable do you think that your particular educational background would be to other organizations?

High

Average

Low

<-----|-----|-----|-----|----->

3. How much information do you have concerning positions that are potentially available and accessible to you at other organizations?

Great deal

Quite a bit

Some

Very little

None

<-----|-----|-----|-----|----->

4. What are the sources of this information? Rank according to importance.

___ friends	___ newspaper/magazine ads
___ relatives	___ former boss/co-worker
___ headhunters	___ current boss/co-worker
___ industry or professional grapevine	___ other (_____)

5. How easy do you think it would be for you to find a competitive and attractive position at another company?

Very  
easy

Fairly  
easy

Not  
easy

Somewhat  
difficult

Very  
difficult

<---|-----|-----|-----|-----|--->

6. How long do you think it would take?

0-3 mos.

3-6 mos.

6-12 mos.

12-18 mos.

>18 mos.

<---|-----|-----|-----|-----|--->

7. How much of an increase in terms of position, salary, benefits, and general satisfaction with the job would have to be guaranteed to you in order for you to enter the job market at this time?

Very large

Large

Moderate

Low

None

<---|-----|-----|-----|-----|--->

8. What are your current intentions about either leaving or staying at this organization in the near future?

Strong intent  
to leave

Weak intent  
to leave

Undecided

Weak intent  
to stay

Strong intent  
to stay

<---|-----|-----|-----|-----|--->

9. What are the chance at the current time that you will begin an active job search outside this company within the next six months?

- a) Less than 10% chance
- b) 10-25% chance
- c) 26-49% chance
- d) 50% chance
- e) 51-75% chance
- f) 76-90% chance
- g) More than 90% chance

10. What are the chances that you will actually leave this organization within the next year?

- a) Less than 10% chance
- b) 10-25% chance
- c) 26-49% chance
- d) 50% chance
- e) 51-75% chance
- f) 76-90% chance
- g) More than 90% chance

Part IV.

1. Age    ☐ 30 and under    ☐ 36-40    ☐ 46-50    ☐ Over 55  
         ☐ 31-35                ☐ 41-45    ☐ 51-55

2. Tenure in company    ☐ 0-4 years    ☐ 10-14 yrs.    ☐ 20-24 yrs.  
                                 ☐ 5-9 yrs.    ☐ 15-19 yrs.    ☐ Over 24 yrs.

3. Sex        ☐ M        ☐ F

4. Education level    ☐ No college                ☐ Undergrad. degree  
                                 ☐ Some college               ☐ Grad. degree

5. Any friends who have voluntarily left this organization over the past year?

☐ Yes                        ☐ No

6. Time since last promotion \_\_\_\_\_

7. When do you expect the next promotion \_\_\_\_\_

8. Perception of own performance rating (at present time)

\_\_\_\_\_ Top third of all middle managers  
\_\_\_\_\_ Middle third of all middle managers  
\_\_\_\_\_ Lower third of all middle managers

9. Perception of opportunity/room for advancement here during your career?

Unlimited

Some

None

<-----|-----|-----|-----|----->

10. Ever left a previous organization/job?

\_\_\_\_ Yes

\_\_\_\_ No

If yes, please rank three most important reasons:

- \_\_\_\_ Better salary offer, benefits
- \_\_\_\_ Chance for promotion/advancement
- \_\_\_\_ Different type of work
- \_\_\_\_ Location-related reasons
- \_\_\_\_ Didn't like the people
- \_\_\_\_ Didn't like what company stood for
- \_\_\_\_ Higher status of company
- \_\_\_\_ Family related or other personal reasons
- \_\_\_\_ Got tired of working at the same old place
- \_\_\_\_ Other \_\_\_\_\_

11. How would you describe your risk profile with respect to the way in which you do your job?

Risk-taker

Neutral

Risk-averse

<-----|-----|-----|-----|----->

12. Which of the following best describes your expectations in terms of how long you will stay at this organization?

- a) Short-term - I think of the job in this organization as more of a stepping stone and to gain experience for future work
- b) Long-term - this is the type of work and organization in which I would like to work for most of my life
- c) Long-term in the past, but now looking to leave

13. In your opinion, is this the type of organization where a person could conceivably stay as long as he/she wanted to given that performance is acceptable?

a) Yes

b) No

c) Maybe

14. Do you currently have any geographical constraints with respect to where you work? Is the current location acceptable?

- a) Yes
- b) No

- a) Yes
- b) No

15. Which of the following best describes your personal goal(s) with respect to your career at this time in your life? (Please circle all answers that apply, then rank in order of priority.)

- \_\_\_\_\_ a) I want to continue to move up the corporate ladder in this organization, eventually reaching an executive level position, so that I can always be faced with new challenges, responsibilities and risks.
- \_\_\_\_\_ b) I want to continue working at my current level, where I am familiar with the job requirements, and know that I can count on remaining with this company over the long term.
- \_\_\_\_\_ c) I want to continue to work in my area of expertise, and make a worthwhile contribution to my field which the organization can benefit from as well.
- \_\_\_\_\_ d) I want to maintain a position similar to the current one in this general geographic area in order not to disrupt my settled personal and family life.
- \_\_\_\_\_ e) Other (please describe) \_\_\_\_\_



APPENDIX G

STUDY TWO:

DEFINITION OF VARIABLES

# Definition of Variables in Analyzing Field Experiment Data

Variable name	Question numbers used in creating variable	Definition	Categories
Following each scenario presentation:			
Part I.			
REAL1	1	How realistic the scenario is for the company	1-Yes, realistic 2-No, not realistic
REAL2	2	How realistic the scenario is for the individual	1-Yes, realistic 2-No, not realistic
GOAL1	8	Effect of scenario on achievement of corporate advancement.	1-Negative effect 2-Neutral effect 3-Positive effect
GOAL2	8	Effect of scenario on achievement of functional expertise	1-Negative effect 2-Neutral effect 3-Positive effect
GOAL3	8	Effect of scenario on maintaining job security	1-Negative effect 2-Neutral effect 3-Positive effect
RATING	3	Overall rating of scenario	1-Very positive 2-Somewhat positive 3-Neutral 4-Somewhat negative 5-Very negative
INFO	4	Additional info provided by the scenario about internal standing	1-Great deal 2-Quite a bit 3-Some 4-Very little 5-None
INT	5	Internal effect of scenario on position, reputation and visibility	1-Strong positive 2-Weak positive 3-No change 4-Weak negative 5-Strong negative

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STRATEGIC MANAGEMENT FOR ORGANIZATIONAL EFFECTIVENESS  
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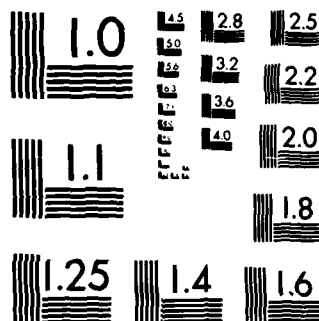
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MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A

EXT	6	External effect of scenario on position, reputation and visibility	1-Strong positive 2-Weak positive 3-No change 4-Weak negative 5-Strong negative
BEHAV1-3	7	Primary, secondary and tertiary expected behaviors following receipt of a signal	1-Work harder 2-Withdraw from job 3-Begin search int. 4-Begin search ext. 5-Nothing different 6-Other
INTENT	9	Influence on intentions to leave or stay	1-Strong to leave 2-Weak to leave 3-No influence 4-Weak to stay 5-Strong to stay
PRSRCH	10	Probability of beginning active job search within next six months	1-Less than 10% 2-10-25% chance 3-25-50% chance 4-50-50% chance 5-50-75% chance 6-75-90% chance 7-More than 90%
PRLVG	11	Probability of actually leaving current firm within next year	1-Less than 10% 2-10-25% chance 3-25-50% chance 4-50-50% chance 5-50-75% chance 6-75-90% chance 7-More than 90%

Perceptions of personal marketability:

Part III.

PSKILL	1	Perceived value of skills and experience to other organizations	1-High 2-Above average 3-Average 4-Below average 5-Low
PEDUC	2	Perceived value of education to other organizations	1-High 2-Above average 3-Average 4-Below average 5-Low
ALTINF	3	Amount of info known about other	1-Great deal 2-Quite a bit

		jobs	3-Some 4-Very little 5-None
SOURC1-3	4	Top three sources of info about other jobs	1-Friends 2-Relatives 3-Headhunters 4-Indust. grapevine 5-Newspaper ads 6-Former boss/coll. 7-Current boss,etc. 8-Other
EASEF	5	Perceived ease of finding another job in the market	1-Very easy 2-Fairly easy 3-Not easy 4-Difficult 5-Very difficult
TIMEF	6	Estimated time to find another job	1-0-3 months 2-3-6 months 3-6-12 months 4-12-18 months 5->18 months
THRESH	7	Threshold position and salary require- ment to entice into active job search at present	1-Very large 2-Large 3-Moderate 4-Low 5-None
CINT	8	Current intentions to leave or stay with current firm	1-Strong to leave 2-Weak to leave 3-Undecided 4-Weak to stay 5-Strong to stay
CPRSRH	9	Current probability of beginning active job search within next six months	1-Less than 10% 2-10-25% chance 3-25-50% chance 4-50-50% chance 5-50-75% chance 6-75-90% chance 7-More than 90%
CPRLVG	10	Current probability of leaving firm within next year	1-Less than 10% 2-10-25% chance 3-25-50% chance 4-50-50% chance 5-50-75% chance

6-75-90% chance  
7-More than 90%

Demographics and general perceptions:  
Part IV.

AGE	1	Age of respondent	1-30 and under 2-31-35 3-36-40 4-41-45 5-46-50 6-51-55 7-Over 55
TENURE	2	Tenure in company	1-0-4 years 2-5-9 years 3-10-14 years 4-15-19 years 5-20-24 years 6-Over 24 years
SEX	3	Sex of respondent	1-Male 2-Female
EDUC	4	Highest education level achieved	1-No college 2-Some college 3-Undergrad.degree 4-Grad. degree
FRIEND	5	Have any friends who have left the company?	1-Yes 2-No
LPROM	6	Time since last promotion was received	Continuous variable
NPROM	7	Estimated time to receipt of next promotion	Continuous variable
SELPER	8	Perception of own performance rating	1-Top third 2-Middle third 3-Lower third
POPPTY	9	Perception of opportunity in current firm during own career	1-Unlimited 2-Quite a bit 3-Some 4-Little

			5-None
LEFT	10	Ever left a previous job?	1-Yes 2-No
REAS1-3	10	Top three reasons for leaving previous job	1-Better salary 2-Promotion/adv. 3-Type of work 4-Location 5-People 6-Poor firm values 7-High firm status 8-Family/personal 9-Got tired of job 10-Other
RISKPR	11	Personal evaluation of risk profile	1-Risk-taker 2-Neutral 3-Risk-averse
EXPECT	12	Expectations about how long individual will remain at firm	1-Short term 2-Long term 3-LT in past, not for future
STAY	13	Can one stay at this firm if one performs and wants to stay?	1-Yes 2-No 3-Maybe (condit)
GEOGRC	14	Geographical constraints on where one works?	1-Yes 2-No
CLOC	14	Is current location acceptable?	1-Yes 2-No
PGOAL1-3	15	Personal career goals (in order of priority)	1-Corpor. adv. 2-Job security 3-Funct. expertise 4-Geogr. prefs. 5-Other

Other variables:

COCODE (or COMPCO)	Current company affiliation	1-Metrop. bank 2-Indust. credit 3-Hi-tech firm 4-Cons. goods 5-Regional bank 6-Navy (OE)
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ACTPER	Actual performance level of individual	1-High 2-Medium-high 3-Medium 4-Medium-low
DIFINT	Difference between current intent to L/S and intent after receipt of a signal (INTENT - CINT)	Can range from +4 (stay) to -4 (leave)
DIFPRS	Difference between current prob. of search and prob. of search after receipt of a signal (PRSRCH - CPRSRH)	Can range from +6 (more search) to -6 (less search)
DIFPRL	Difference between prob. of leaving after a signal and current prob. of leaving (PRLVG - CPRLVG)	Can range from +6 (leaving) to -6 (staying)
SIGN	Sign of a signal	0-Positive 1-Negative
LP	Level of publicity of a signal	0-Public 1-Private
CGOALR	Goal relevance of a signal	0-Corp. advancement. 1-Job security
BARG	Propensity to bargain (CPRSRH - CPRLVG)	Can range from +6 (higher propensity) to -6 (lower propensity)
BARGS	Propensity to bargain after receipt of a signal (PRSRCH - PRLVG)	Can range from +6 (higher propensity) to -6 (lower propensity)

APPENDIX H  
STUDY THREE:  
RESPONSE CODEBOOK

Question 1

What do you do in your current job?

Variable 1 -- Staff or Line (0 = Staff, 1 = Line)

Variable 2 -- Profit Center or Cost Center (0 = Profit, 1 = Cost)

Variable 3 -- Central Function or Non-Central Function of the Business  
(0 = Central, 1 = Non-Central)

Variable 4 -- Head of Unit or Not Head of Unit (0 = Head, 1 = Not Head)

Variable 5 -- Tenure in Job (in years)

Variable 6 -- Tenure in Company (in years)

Variable 7 -- Number of Subordinates

### Question 2A

What do you like about working here?

#### Rewards

- Variable 8 -- Salary (monetary rewards not associated with performance)  
i.e., salary, pay
- Variable 9 -- Benefits (the respondent sees this as an official benefit  
of working in the organization)  
i.e., benefits, benefits package
- Variable 10 -- Incentives (official rewards tied to some measure of  
performance)  
i.e., rewards for hard work

#### Task-Oriented

- Variable 11 -- Work Itself (all aspects of the actual job except  
challenge, responsibility, and freedom)  
i.e., likes the job, problem-solving, interesting,  
diversity of tasks, interaction with people, travel, "fire-  
fighting," self-gratification, opportunity to use various  
skills, job is always changing, likes the department,  
specialty, active job
- Variable 12 -- Challenge (aspects of the job that are synonymous with  
challenge)  
i.e., challenge, competition, pressure, fast pace,  
excitement
- Variable 13 -- Responsibility (relative or perceived importance of  
position in organization)  
i.e., responsibility, visibility, have impact on  
organization
- Variable 14 -- Freedom (individual's ability to determine own job  
boundaries and behavior)  
i.e., freedom, flexibility, chance to create,  
entrepreneurship, run own business, autonomy

### Organization

- Variable 15 -- Management (aspects of the organization related to management decisions, specific behaviors, structure, and systems)  
i.e. functionality, interplay between functions, likes his boss, communications, management's responsiveness, management is caring, management provides direction, organizational structure
- Variable 16 -- Human Resource Management (all aspects of HRM except the creation of career opportunities)  
i.e., treated fairly, emphasis on human resources, continuity of personnel, will invest in employees, security, tight hiring practices
- Variable 17 -- Opportunities (aspects related to advancement within the organization and development of skills necessary to do so)  
i.e., opportunity to perform
- Variable 18 -- Image/Orientation/Culture (external perceptions as well as all internal intangible aspects of the organization)  
i.e., reputation, emphasis on fitness, dynamic change, innovative, progressive, youth orientation, risk orientation, goal orientation, conservative, sophisticated, prestige, concern for community, solid, stable, forward thinking, leader in industry, size, respect, different, organization is flexible, diversity
- Variable 19 -- Physical Environment  
i.e., work environment, location, office

### Question 2B

What would you change about your current job?

Variable 20 -- No Complaints

#### Rewards

Variable 21 -- Salary (monetary rewards not related to performance)  
i.e., more equitable pay, better compensation

Variable 22 -- Benefits (items perceived as official benefits of working  
in the organization)  
i.e., more benefits

Variable 23 -- Incentives (non-monetary rewards linked to performance)  
i.e., more reward/performance link

#### Task-Oriented

Variable 24 -- Task Itself (all aspects related to the job)  
i.e., fewer hours, less work volume, more accounting  
structure, too much specialization

#### Organization

Variable 25 -- Management (same as described in Question 2A)  
i.e., fewer top-down directives, more visibility, less  
bottom line orientation, less short term focus, less change  
in management, less crisis management, more upper level  
technical experience

Variable 26 -- Human Resource Management (all aspects of HRM)  
i.e., less outside hiring, less revolving policy, more  
experienced personnel, less MBA focus, more job security,  
more control of expansion, fewer layoffs, more career  
development, lower mobility, more minorities, more  
training, less male-dominated, more loyalty to employees

Variable 27 -- Communication (transfer of information and evaluations)  
i.e., better communication, more feedback

Variable 28 -- Bureaucracy (the hierarchical flow of information in the  
organization)  
i.e., less paperwork

- Variable 29 -- Structure of Organization  
i.e., less centralization, less functional conflict, more autonomy
- Variable 30 -- Image/Orientation/Culture (intangible aspects of the organization other than politics)  
i.e., less extreme environment, less pressure, slower pace, less youth oriented, more stability/continuity, less risk averse, more people oriented, more family oriented, reduce demoralization, less management by fear, less marketing oriented, less organizational isolation, less organizational fluctuation, less competition, more cooperation
- Variable 31 -- Internal Politics  
i.e., less political
- Variable 32 -- Physical Environment  
i.e., more office space, better location

### Question 3

What are your units goals?

- Variable 33 -- Profit Goals (those goals dealing specifically with profits)  
i.e., profitability, self-sufficiency, manage assets, manage cash, profit and loss management, maximize profits
- Variable 34 -- Cost Goals (those goals dealing specifically with costs and budgets)  
i.e., control costs, efficiency, internal control, manage losses, reduce costs, control spending, minimize costs, minimize losses, control bad debts
- Variable 35 -- Human Resource Goals (anything dealing with the employee function of the organization)  
i.e., educate management, development and training, keep positive atmosphere, manage people, manage human resources, manage compensation, best sales force, create good climate, motivate employees, make use of talent, develop staff, keep morale up, manage change, internal development
- Variable 36 -- Product/Quality Goals (anything dealing with the company's product, the quality of the product, problems with the product, or improving the product)  
i.e., produce data, service credit needs, quality service, be the best, develop reputation, service to management, improve procedures, improve communications within, product development, systems development, provide information services, data analysis, correct quality problems, maintain product facilities, promote image, improve systems, provide service, resolve customer problems, customer service, timeliness, avoid problems, improve sales and service
- Variable 37 -- Sales/Volume Goals (those goals dealing specifically with sales and volume levels -- not dealing with profits or costs)  
i.e., develop business, make corporate contacts, increase loans, expansion, increase transactions, handle increasing volume, achieve sales plan, obtain new accounts, meet currency collection goals, ship cases, develop relationships, solicit loans, obtain deposits, account development, growth of assets and liabilities



#### Question 4

How are your units' goals set, and how are they communicated to you?

- Variable 38 -- Middle management Sets or Initiates (goal-setting process is either set or started by the middle manager)  
i.e., self, bottom-up management, negotiate with manager, bottom-up planning process
- Variable 39 -- Boss Sets or Initiates (goal-setting process is done by the respondent's immediate superior)  
i.e., boss, management discussions, department meetings, given targets, performance agreement, unit manager, meet with manager, MBO, staff meetings, immediate superior, on the job, informal meetings, one-on-one meetings
- Variable 40 -- Upper Management Sets or Initiates (top level management is responsible for the goal-setting process)  
i.e., upper management, division manager, marketing director, operations division management, account managers, department vice-presidents, top-down management, home office, business development office, manager's superiors, senior management, group management, corporate goals, controller, divisional meetings, from the top, New York management, regional management
- Variable 41 -- Formal Document Sets or Initiates  
i.e., strategic plan, unit charter, memos, position description, current plan, 5-year plan, historical data, sales plan, department objectives, given list, corporate manuals, budget, past budget, trend analysis, past performance analysis.
- Variable 42 -- Doesn't Know/Limited Knowledge  
i.e., no goals, only on a "need to know" basis, none written, looks at others, don't know, no response, no specific goals, not many goals

Question 5

Who decides on how you get the resources you need to do your job?

Variable 43 -- Self  
i.e., self, self-determined

Variable 44 -- Boss (the respondent's immediate superior)  
i.e., boss, line manager, audit scheduler, data processing department, plant manager, unit manager, other manager, supervisor, district manager, legal department

Variable 45 -- Upper Management (anyone above the individual's immediate superior who makes a resource allocation decision)  
i.e., controller, regional manager, corporate management, director of sales, vice president-finance, division manager, staff personnel department, work analysis team, finance department, staff analysis group, upper management, chairman, board of directors, regional business manager, operations head, the "top," area director, are administration

Variable 46 -- Don't Know/Not an Issue for Middle Management  
i.e., no major outside resources, no idea, no needs

### Question 6

What motivates you to do your job well?

Variable 47 -- Self-motivated

i.e., competitive, high goals for self, success, personal motivation, pride, self-respect, curiosity, want to do well, ethics, accomplishment, desire to do good job, care about people, achievement, do better than next guy, own standards, personal satisfaction, personal goals, self-motivated, drive to better self, contribute to community, likes to be superstar, commitment to do good job, personality, perfectionist, meeting own goals, integrity

### Rewards

Variable 48 -- Salary (monetary rewards only)

i.e., money, comparative statistics, salary relative to others, rewards, paid regularly, good living standard, raises

Variable 49 -- Benefits

Variable 50 -- Incentives (monetary rewards in addition to salary plus non-monetary rewards)

i.e., recognition, prestige, title, boss's appreciation, co-workers' appreciation, promotions, awards, ratings, stock options

Variable 51 -- Negative Incentives

i.e., problems in Detroit, keep job, two kids to raise, pays bills, family to support, unemployment rate, fear of failure, avoid punitive action

### Task

Variable 52 -- Work Itself (motivating factors connected with the characteristics of the job with the exception of those factors listed below)

i.e., saving time, not wasting others' time, knowing technical aspects, help people, variety of work, interest in job, exiting job, exciting projects, employment, comfortable in position, involvement in job, completing sales, having unique abilities, like what you're doing, job fits personality, enjoys meeting people, make "line's" life easier, implementing new concepts

- Variable 53 -- Challenge  
i.e., meeting firm's goals, loves challenge, prove ability
- Variable 54 -- Responsibility  
i.e., input to bank direction, having people rely on you
- Variable 55 -- Freedom  
i.e., autonomy

Organization

- Variable 56 -- Management (anything that the management structure or style does to motivate the employee)  
i.e., management support, response to management, immediate feedback, respect of management, relations with management, management communications, branch system's needs
- Variable 57 -- Human Resource Management (any functions of HRM that motivate the employee)  
i.e., quality of people
- Variable 58 -- Opportunity (anything dealing with advancement)  
i.e., next promotion, advancement, opportunity to advance, career path, position created for her, opportunity for raises, visibility, moving up ladder
- Variable 59 -- Image/Culture (aspects of the overall corporate climate that motivate the employee)  
i.e., working for a large firm, firm's family attitude, collegiality, enjoys co-workers, PNB's on the move, nice surroundings, change

### Question 7A

What does the organization do to motivate you?

#### Rewards

- Variable 60 -- Salary (monetary rewards not associated with performance)  
i.e., fairly compensates, salary
- Variable 61 -- Benefits (official benefits associated with working at the organization)  
i.e., nice vacations, fitness center, perks of the job
- Variable 62 -- Incentives (official rewards tied to some measure of performance)  
i.e., stock plan, profit-sharing, raises, credit awards

#### Task

- Variable 63 -- Work Itself (all aspects of the actual job except challenge, responsibility, or freedom)  
i.e., belief in job, right job, realistic goals, doesn't overwork, kept busy
- Variable 64 -- Challenge (aspects of the job that are synonymous with challenge)  
i.e., mentally stimulates, challenging assignments
- Variable 65 -- Responsibility (those aspects dealing with the perceived importance of the job)  
i.e., visibility, title, position
- Variable 66 -- Freedom (individual's ability to determine his own job boundaries and behavior)  
i.e., flexible time schedule, autonomy

#### Organization

- Variable 67 -- Management (aspects of the organization related to management decisions, specific behaviors, structure, and systems)  
i.e., good understanding, good communication, recognition of needs, access to managers, quality of management, management personalities, listens, functionalization
- Variable 68 -- Human Resource Management (all aspects of HRM except the creation of career opportunities and recognition from superiors)

i.e., career path, training, evaluation process, fear of losing job, mobility, retain quality people

- Variable 69 -- Opportunities (aspects related to advancement within the organization and the skills necessary to do so)  
i.e., promotions, advancement, career development
- Variable 70 -- Recognition (aspects including any type of recognition from superiors or HRM department)  
i.e., positive feedback, merit ratings
- Variable 71 -- Image/Orientation/Culture (external perceptions as well as all internal intangible aspects of the organization)  
i.e., management style, professional environment, standard of excellence, organization's growth posture, promotes openness, respect competitive environment, general atmosphere, reputation, "Pepsi generation feeling", achievement orientation, pressure, energetic people
- Variable 72 -- Physical Environment  
i.e., good working conditions
- Variable 73 -- Don't Know
- Variable 74 -- Nothing

### Question 7B

What does your manager do to motivate you?

#### Performance Related Communication

- Variable 75 -- Positive/After the Event (communication by the manager that motivates the individual after he has completed a particular achievement)  
i.e., appreciates effort, communicates progress, feedback, constructive criticism, gives credit, recognition, pats on the back, positive feedback, learn from mistakes
- Variable 76 -- Positive/Before the Event (communication by the manager that motivates the individual during the goal setting process and before he takes on a particular assignment)  
i.e., carrot approach, high expectations, sets deadlines, assigns expectations, challenges
- Variable 77 -- Negative (derogatory communication by the manager that motivates the employee)  
i.e., threats, stick approach, negative incentives

#### Other Types of Communication

- Variable 78 -- Career Related Communication (communication by the manager dealing with career paths and direction)  
i.e., charts career path, communicates opportunities, teaches management skills, guidance, exposure to opportunities
- Variable 79 -- General Communication (anything that does not fit in above)  
i.e., frequent communication, communicates all issues
- Variable 80 -- Material Rewards/Treats ("extras" given to the employee by his manager)  
i.e., gifts, time off, increases, dinner out
- Variable 81 -- Listens/Cares/Supports (personal characteristics of the relationship between manager and employee that serve as a motivating force)  
i.e., supporting, stroking, listens, resolves issues, cooperates, understands, interest in personal life, accessible, talks through solutions, takes time to help, open door, interested in individual
- Variable 82 -- Management Style (includes all aspects of the manager's style other than what he communicates, the fact that he listens/cares/supports, the material rewards that he offers, and the autonomy he allows)

i.e., keeps you involved, tough disciplinarian, enthusiasm, deception, leadership, controls, professional approach, fairness, uses strengths of individuals, respect, promotes family atmosphere, gets hands dirty, innovation, gives what is asked for, brainstorming

Variable 83 -- Provides Freedom/Autonomy (motivating factors generated by the manager's willingness to let the employee work on his own)  
i.e., flexible, reliance on the employee, flexible schedules, never says no, responsibility

Variable 84 -- None/No Response



### Question 8A

Does the organization do anything that makes it difficult to do your job?

#### HRM Issues

- Variable 85 -- Human Resource Management (aspects of the HRM function, excluding communications and rewards, that cause the manager unnecessary difficulties)  
i.e., not enough promotion from within, not enough promotions, don't know what you're judged on, evaluation procedure, promote on basis of education, lack of career development, personnel policies hamper management when making timely decisions, some policies are barriers, not enough training, seniority too important, disagree with personnel policies, redundant staffing, hard to get rid of employees
- Variable 86 -- Lack of Communication  
i.e., don't know what happens elsewhere, lack of documentation, people not informed of changes, timeliness of information from NY, difficult to interpret corporate goals, hard to get information
- Variable 87 -- Inadequate Rewards  
i.e., not enough vacation, pool of raises, constraints on salary, little incentive pay

#### Organizational Issues

- Variable 88 -- Bureaucracy  
i.e., too much paperwork, too many organizational levels, legal restrictions, too much redundancy on projects
- Variable 89 -- Organizational Style (overall corporation-wide issues that tend to influence the individual in a negative way)  
i.e., atmosphere not work conducive, too youth-oriented, too much pressure, women at a disadvantage, moves too fast, too many layers, too much automation, difficult to keep up, organization discourages innovation, too conservative, environment is not motivating
- Variable 90 -- Lack of Resources (the manager does not have enough materials and/or personnel to do his job)  
i.e., cost-cutting, not enough staff, too many above/not enough below, constrained budget, work volume too high, responsibility for resources without authority

### Management Issues

- Variable 91 -- Too Many Management Changes (changes that deal with management structure or personnel that negatively affect the individual)  
i.e., too many changes, senior management changes too fast, too many changes in direction
- Variable 92 -- Management Time Orientation (setting of time horizons by management that make it difficult for the individual to do his job)  
i.e., too much risk-taking, too short term oriented, lack of planning
- Variable 93 -- Management Inconsistency  
i.e., too bottom-line oriented, too much band-aiding, too much reactivity, lack of consistency, not enough continuity, senior management indecisive, difficult to reconcile with regional policies, lacks knowledge
- Variable 94 -- Management Insensitivity  
i.e., lack of management support, too much emphasis on results, rant and rave management, not enough pats on the back, upper management doesn't care about people, management "very cold", control taken from lower management, consolidation not in best interest of employees, management doesn't allow lower people to manage, system not progressive enough, not enough recognition
- Variable 95 -- Too Much Politics/Competition  
i.e., too much functional management, people don't work together, departmental conflicts, certain departments are difficult to deal with, upper/lower management conflicts, sales and marketing get everything, too much divisional rivalry
- Variable 96 -- Nothing/No Response

Question 8B

Does your manager do anything that makes it difficult to do your job?

Variable 97 -- Communication Problems

i.e., can't explain what he wants, won't listen, doesn't talk to you, doesn't talk about future, talks only about negatives, not enough communication, not enough pats on the back, doesn't provide information, gives irrelevant criticism, inaccessible, not enough guidance

Variable 98 -- Management Style

i.e., can't handle people, not supportive enough, too flexible, too critical, differences of opinion, lack of sensitivity, everyone should be in his image, doesn't like people to have fun, too time demanding, imposes morals on others, too directional, too lax, too detail oriented, very heavy handed, disinterested and uninvolved, can't manage his time, spends too much time seeking security, doesn't give enough autonomy, doesn't understand business, imposes unrealistic goals, insensitive to amount of work, doesn't understand everyday problems, loses information, patronizes, inconsistent, chews people out in public, manage by conflict, interferes too much, procrastinates, creates antagonism

Variable 99 -- No Response

### Question 9

What determines a person's success or failure in this organization?

Variable 100 -- Performance

i.e., ability to make decisions, attitude, meet goals, execution, ability, intelligence, good work, individual's own doing, skill level, understand priorities, time with organization, communication skills, conscientious, dedication to the company, work hard/long hours, experience, meet objectives, be good salesman, good management skills, ability to prioritize, ask the right questions, success of last campaign, talent, go for the sure thing, extend yourself, quality of work, getting results, ability to organize, meet objectives, take opportunities, do a good job, high achievement

Variable 101 -- Be in the Right Place at the Right Time

i.e., be in the right job, fit into the plan, work in marketing, luck, timing, be in the right department, depends on boss

Variable 102 -- Politics (the "who you know" aspects of success)

i.e., connections, nepotism, boss's personality, play the game well, know what is looked for, need to be liked, don't rock the boat, be female or a minority, be male, be a team player

Variable 103 -- Visibility/Management Perception (legitimate contacts with management that lead to success)

i.e., high visibility, high exposure, get boss's attention, work with boss, good relations with managers, find a mentor, get labelled as an achiever, ability to attract notice, management perception

Variable 104 -- Image/Appearance (the aspects of an individual's personal appearance that allow him to succeed)

i.e., being young, fit with the culture, fit the "Pepsi image", age

Variable 105 -- Right Background

i.e., education, right school, right company, right family

Variable 106 -- Personal Qualities (aspects of an individual's personal characteristics that allow him to succeed)

i.e., ambition, personality, gutsiness, motivation, ability to deal with people, adaptability, ability to handle pressure, aggressiveness, positive attitude, flexibility, good family life, rant and rave ability, ability to survive, willingness to move, enthusiasm, ability to respond to change, knowledge of own goals, gift of gab, common sense, ability to disagree

Question 10A

How would you describe this organization's values?

Variable 107 -- Business Values (those values specifically related to the function of the corporation in the business world)  
i.e., responsibility to stockholders, responsibility to customers, profitability, client-relationship-oriented, superior services, market leadership, finding new markets, be #1 and stay there, bigger than the industry, results, achievement of objectives, position in the industry, stable growth, quality services, quality products, desire to be a quality bank, standing in peer group, service-oriented, strong growth

Variable 108 -- Characteristics of Employees (personal qualities of the individual that are valued by the corporation)  
i.e., success, aggressiveness, innovativeness, competitive integrity, human dignity, intelligence, ingenuity, enthusiasm, style, assertiveness, initiative, toughness, creativity, flexibility, family-oriented, stability, honesty, respectability, motivation, gung-ho, shrewd/honest, usefulness

Variable 109 -- Performance-Related Qualities of Employees (those performance-related qualities of the individual that are valued by the corporation)  
i.e., task conscious, presentation-oriented, work ethic, more work with less pay, good management skills, concept, implementation balance, utilitarianism, high achievement, quality people, quality work, entrepreneurship, performance, teamwork, participative management

Variable 110 -- Firm's Image (external qualities that are valued by the organization)  
i.e., public image, help the community, high standards, active in government, good corporate citizen, great reputation, bank for all needs, conservatism, image toward peers, prestige, impeccable bank, moral organization, image as trustworthy, clean public image, image as businessman's bank

Variable 111 -- Cultural Values (overall internal qualities that are valued by the organization)  
i.e., paternalistic, meritocracy, technocracy, education, happy family atmosphere, gung-ho organization, smart organization, not people oriented, professionalism, competition, physical fitness, physical appearance, youth, vibrance, old main-line bank

Variable 112 -- Human Resource Management Orientations (employment qualities that are valued by the organization)

i.e., values its people, fair employer, concern for its  
people, quality of personnel and management, fair  
evaluation

Variable 113 -- Nothing/No Response

### Question 10B

What is the organization's philosophy toward its employees?

Variable 114 -- Performance-Oriented (the organization's philosophy toward its employees' performance)  
i.e., people measured carefully, expect totally dedicated employee, if you produce--you are recognized, help a supervisor--get rewarded, use people until they "burn out", competitive in terms of rewards, given interesting work, demanding, retain only valuable employees, expect top notch performance, performance essential for success

### Cultural Orientation to People

Variable 115 -- Positive Aspects (overall organizational attitudes toward the individual)  
i.e., want people with innovation, gung-ho organization, people are most important, attracts best talent, want quality people, "people-conscious", paternalistic instinct remains, people-oriented, benevolent, happy family, remarkable concern for individuals, commitment to employees, let people be individuals, try to create a community atmosphere, good attitude toward employees, more concerned than in the past

Variable 116 -- Negative Aspects  
i.e., screw the employee, profits over people, branches looked upon as stepchildren, not a people's bank, becoming a cold organization, family feeling is diminishing, line people resent the staff, bank starting to push people like numbers, consolidation was anti-employee, consolidation caused bad morale, no longer a family atmosphere, individual no longer important, less paternalistic than in the past, employees left to leave if they want, everyone is replaceable, much comradery that is political, no loyalty among employees, pit people against each other, employee a necessary evil, not people-oriented, not family atmosphere, employees only good at superficial things, employee is a pawn in the chess game

### Human Resource Management Orientation

Variable 117 -- Career Development  
i.e., fosters success of employees, good programs and benefits, provides opportunities to develop, company wants people to move in the organization

- Variable 118 -- Fairness  
i.e., do their best for employees, treat fairly, no discrimination, treats employees well
- Variable 119 -- Security  
i.e., provides stability for employees
- Variable 120 -- Negative Comments Concerning HRM  
i.e., more work with less pay, differential treatment for officers, taking more than giving to employees as of late, not as much security, tend to forget long term employees, not enough respect for long term employees, sometimes sexist, no care for seniority, employment tends to be a revolving door

#### Management Orientation

- Variable 121 -- Listens/Attitude (management's personal attitude toward its employees)  
i.e., management is sensitive to people's needs, bank will listen, open-minded toward problems, benefits are poor-- but management cares, company attuned to people's needs
- Variable 122 -- Communication Aspects (management's willingness to communicate with its employees)  
i.e., good communications, information is allowed to filter up, likes to keep employees informed
- Variable 123 -- Negative Comments Concerning Management  
i.e., bank doesn't know what is going on with its people, too short-sighted, management not positive enough with employees, not enough communications, doesn't listen, benevolent dictatorship, no support for employees, sometimes doesn't care, doesn't motivate employees enough
- Variable 124 -- No Response



Question 11A

What is the role of the Human Resources staff in this organization, and what do they do for you?

Variable 125 -- Hiring/Firing

i.e., dismissals, hiring, recruiting, "hatchet men", supports manager

Variable 126 -- Policy Guidance (includes providing information and administrative function)

i.e., keeps you informed of benefits, publish job standards, determine levels of payment, payroll and salary reviews, approve pay increases, employment policies, record keeping, allocate resources, take care of paperwork, employee records, administration, "fire fighting", salaries, discipline, enforce policies, compensation, prevent conflicts of interest, benefits, soften changes, a "fallback" for support, coordination between different groups, pay, squelch rumors, make departments aware of their responsibilities, provide information, provide uniformity across units, set procedures

Variable 127 -- Career Development

i.e., helps with career direction, make people aware of opportunities, counseling, motivation, serves as a guide, place people, career planning, identify high performers, "a buddy, a friend", "human resource plan", move people around, develop young employees, identify strengths and weaknesses

Variable 128 -- Training

i.e., train senior people

Variable 129 -- Grievance Resolution/Labor Relations

i.e., protect the employee, unions and grievances, enforce fair labor practices, make sure non-official staff are treated fairly, handle employee problems, make sure of no unfair criticism, resolve conflicts, contract paperwork, intermediary between plant and division

Variable 130 -- Negative Comments

i.e., no strong role, "make life miserable", an obstacle to getting your job done, no real role, totally disoriented, most feared department, try to run everyone's business

Variable 131 -- Nothing/Don't Know/No Response

Question 11B

What doesn't the Human Resources staff do that they should?

Variable 132 -- Hiring/Firing

i.e., more selective hiring, respond faster to personnel openings, more support with firings, more flexible in hiring, more involvement in firing decision, less influence in hiring/firing decision, replace fired workers quicker, post job openings across the country

Variable 133 -- Policy Guidance

i.e., dental plan, change industry compensation surveys, more incentive pay, smooth salary structure, benefits that the employee wants, cut costs, better pension plans, less control over salary, possibility of profit sharing

Variable 134 -- Department's Role

i.e., more innovation, deal with more positive issues, more cooperative, less power over personnel issues, less conservative, deal with HR issues, not a last resort, become more familiar with corporate policy, too personalized, care more about people, be a better standards bearer for employee attitudes, more active role in personnel issues, be more of a confidant

Variable 135 -- Information/Communication

i.e., more motivating of employees, more support, more communication

Variable 136 -- Career Development

i.e., more career development, help with moving laterally within the organization, better counseling, more staff development, more career planning, more nurturing of valuable employees, place people better, more job rotation, more monitoring of progress of new people

Variable 137 -- Training

i.e., better training, should be more responsible for job procedures, more training, cut down on the orientation program

Variable 138 -- Grievance Resolution/Labor Relations

i.e., less concentration on union grievances, better ways to deal with employee problems, more sensitive to employee, more face to face contact, more knowledgeable about employee problems, handle problems easier, spend more time with employees, be a labor mediator, back the manager more, more involved with the line, protect the employee more, better follow-up on problems

Variable 139 -- No Response

APPENDIX I  
STUDY THREE:  
RESPONSE FREQUENCIES

**QUESTION 2A:**

What do you like about working here?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Salary	12.9	21.2	34.2	12.5	26.1	4.3	19.4
Benefits	12.9	15.2	15.8	----	17.4	----	10.6
Incentives	3.2	3.0	----	6.3	4.3	4.3	4.6
Work	38.7	57.6	50.0	59.4	69.6	78.3	57.2
Challenge	25.8	18.2	42.1	21.9	30.4	39.1	29.4
Responsibility	6.5	9.1	18.4	21.9	----	34.8	19.5
Freedom	35.5	24.2	26.3	56.2	13.0	34.8	32.2
Management	35.5	6.1	10.5	6.2	17.4	17.4	15.0
HRM	29.0	18.2	5.3	6.2	43.5	13.0	17.8
Opportunities	12.9	27.3	15.8	15.6	16.1	30.4	19.3
Image/Orien./Culture	58.1	54.5	65.8	59.4	43.4	30.4	53.9
Physical Environment	22.6	9.1	21.1	12.5	8.7	----	13.4

**QUESTION 2B:**

What would you change about working here?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
None	6.5	18.2	2.6	—	17.4	21.7	10.0
Salary	19.4	6.1	5.3	3.1	----	----	6.1
Benefits	6.5	----	----	----	----	----	1.1
Incentives	9.7	6.1	----	12.5	----	----	5.0
Task Itself	9.7	3.0	21.1	12.5	30.4	21.7	15.6
Management	41.9	27.3	26.3	25.0	26.1	30.4	29.4
HRM	55.5	42.4	73.7	25.0	8.7	52.2	45.1
Communication	19.4	24.2	10.5	21.9	26.1	----	17.2
Bureaucracy	6.5	9.1	5.3	9.4	8.7	----	6.7
Structure of Org.	9.7	21.2	18.4	43.7	21.7	8.7	21.1
Image/Orien./Culture	19.4	33.3	47.4	18.7	26.1	17.4	28.3
Internal Politics	12.9	6.1	10.5	3.1	4.3	8.7	7.8
Physical Environment	----	----	----	9.4	----	4.3	2.2

**QUESTION 3:**

What are your unit's goals?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Profit Goals	29.0	21.2	26.3	40.6	26.1	----	25.0
Cost Goals	19.4	36.4	10.5	34.4	26.1	----	21.7
HR Goals	25.8	33.3	31.6	21.9	17.4	47.8	29.4
Product/Quality Goals	58.1	54.5	52.6	62.5	77.3	95.7	64.3
Sales/Volume Goals	29.0	42.4	39.5	62.5	30.4	17.4	38.3

**QUESTION 4:**

How do you learn about your unit's goals?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
MM Sets or Initiates	38.7	30.3	18.4	25.0	39.1	21.7	28.3
Boss Sets or Initiates	68.7	51.5	47.4	59.4	52.2	8.7	49.6
Upper Management	48.4	39.4	44.7	21.9	41.0	78.3	44.1
Formal Document	22.6	24.2	15.8	15.6	39.1	13.0	21.1
Don't Know	9.7	3.0	21.1	9.4	8.7	8.7	15.7

**QUESTION 5:**

Who decides how you get the resources you need to do your job? How are these decisions made?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Self	22.6	15.2	5.3	53.1	----	8.7	18.4
Boss	29.0	33.3	39.5	31.2	21.7	----	27.8
Upper Management	83.9	66.7	59.5	40.6	95.7	60.9	66.5
Don't Know	----	15.2	7.9	6.3	----	30.4	9.5



**QUESTION 6:**

What motivates you to do your job well?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Self-Motivated	71.0	75.8	50.0	62.5	65.2	78.3	66.1
Salary	22.6	36.4	39.5	37.5	0.7	----	25.7
Benefits	----	----	----	----	----	----	----
Incentives	3.2	9.1	13.2	3.1	----	4.3	6.1
Neg. Incentives	12.9	15.2	15.8	----	13.0	----	10.0
Work	22.6	12.1	28.9	46.9	39.1	21.7	28.3
Challenge	3.2	15.2	15.8	25.0	13.0	13.0	21.1
Responsibility	3.2	3.0	2.6	6.3	----	4.3	3.3
Freedom	3.2	3.0	5.3	6.3	----	----	3.3
Management	29.0	30.3	18.4	18.8	13.0	13.0	21.1
HRM	3.2	3.0	2.6	12.5	----	----	3.3
Opportunity	6.5	3.0	10.5	6.2	8.7	8.7	7.2
Image/Culture	25.8	3.0	5.3	15.6	30.4	26.1	16.1

**QUESTION 7A:**

What does the organization do to motivate you?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Salary	51.6	48.5	34.2	25.0	43.5	----	35.0
Benefits	3.2	12.1	21.1	3.1	4.3	----	8.3
Incentives	12.9	51.5	31.6	12.5	8.7	21.7	24.3
Work	3.2	21.2	10.5	12.5	8.7	17.4	12.2
Challenge	3.2	9.1	2.6	3.1	----	4.3	3.9
Responsibility	3.2	3.0	5.3	3.1	8.7	4.3	3.8
Freedom	----	6.1	13.2	15.6	17.4	26.1	12.2
Management	16.1	15.2	10.5	9.4	13.0	13.0	12.8
HRM	29.0	3.0	13.2	12.5	17.4	17.4	15.0
Opportunities	29.0	15.2	28.9	12.5	13.0	8.7	18.9
Recognition	12.9	30.3	5.3	15.6	21.7	21.7	17.2
Image/Orien/Culture	32.3	30.3	21.1	21.9	13.0	30.4	25.0
Physical Environment	----	3.0	7.9	3.1	----	----	2.8
Don't Know	3.2	----	----	----	----	----	.6
Nothing	9.7	15.2	13.2	21.9	13.0	8.7	14.5

**QUESTION 7B:**

What does the organization do to motivate you?

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	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Positive/After the Event	19.4	24.2	26.3	6.2	17.4	8.7	17.8
Positive/Before the Event	12.9	12.1	5.3	6.2	4.3	8.7	8.3
Negative	3.2	12.1	5.3	9.4	----	----	5.6
Career Related Comm.	9.7	----	7.9	----	8.7	17.4	6.7
General Comm.	6.5	6.1	5.3	6.3	21.7	----	7.3
Material Rewards/ Treats	----	9.1	----	9.4	----	----	3.3
Listens/Cares/Supports	22.6	18.2	31.6	15.6	17.3	26.1	22.2
Management Style	22.6	36.4	34.2	37.5	17.4	17.4	28.9
Provides Freedom/ Autonomy	9.7	6.1	23.7	9.4	4.3	26.1	13.6
No Response	29.0	21.2	18.4	37.5	47.8	43.5	33.5

**QUESTION 8A:**

Does the organization do anything that makes it difficult to do your job?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
HRM	9.7	9.1	13.2	9.4	21.7	4.3	11.1
Lack of Comm.	16.1	15.2	21.1	6.3	26.1	4.3	15.0
Inadequate Rewards	6.5	----	5.3	15.6	8.7	8.7	7.2
Bureaucracy	9.7	15.2	10.5	37.5	17.4	13.0	17.2
Organizational Style	16.1	18.2	18.4	28.1	13.0	13.0	18.3
Lack of Resources	22.6	21.2	13.2	9.4	43.5	17.4	20.0
Too Many Management Changes	----	12.1	18.4	----	----	8.7	7.2
Management Time Orientation	3.2	3.0	2.6	3.1	8.7	----	3.3
Management Inconsistency	12.9	12.1	18.4	15.6	39.1	17.4	18.3
Management Insensitivity	12.9	24.2	13.2	18.7	17.4	13.0	16.7
Too Much Politics/ Competition	9.7	6.1	28.9	18.7	4.3	4.3	13.3
No Response	19.4	12.1	2.6	6.3	----	34.8	11.7

**QUESTION 8B:**

Does your manager do anything that makes it difficult to do your job?

	Middle Bank	Metro Bank	Leisure Products	Metro Credit	Sky Tech.	Navy	(Weighted Average) Total
Communication Problems	3.2	15.2	23.7	18.8	----	8.7	12.8
Management Style	41.9	24.2	26.3	21.9	13.0	13.0	24.4
No Response	58.1	63.6	55.3	68.8	87.0	78.3	66.7

**END**

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